

ANNUAL REPORT

PENRITH

HOW WE DID IN 2019-20
IN DELIVERING SERVICES,
ACTIVITIES AND PROJECTS
FOR OUR COMMUNITY.



2019-20

PENRITH
CITY COUNCIL

penrith.city

ABOUT OUR REPORT

Penrith City Council's 2019-20 Annual Report provides a comprehensive account of our achievements and performance over the past 12 months. This report is prepared in line with our responsibilities under the *Local Government Act 1993 and Local Government (General) Regulation 2005* and other legislation to provide a range of information to our community and other levels of government.

While reporting is a statutory requirement, we strive to report clearly and transparently above and beyond the requirements, as we want to provide our community with a full picture of all our activities, achievements, challenges and spending.

Council's Delivery Program 2017-22 and 2019-20 Operational Plan have been the driving documents in focusing Council's activities over the 12-month reporting period from 1 July 2019 to 30 June 2020. This report provides a summary of each of our seven Outcomes identifying the achievements and the challenges we faced, as well as required statutory information to give an overall picture of our year.

STATEMENT OF RECOGNITION

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



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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.



OUR CUSTOMER PROMISE

We put customers at the heart of everything we do.
When we work with you and each other we will...



BE PROACTIVE

We will be friendly, professional and show initiative.



KEEP IT SIMPLE

We will offer clear, consistent and accurate information and services, which are easy for everyone to access.



BUILD RESPECTFUL RELATIONSHIPS

We value relationships and diversity.
We will respect your individual situation.



LISTEN AND RESPOND

We will listen to you and seek to understand your needs.
We will be honest, accountable and follow through,
so you know what to expect and when.

A MESSAGE FROM OUR MAYOR

This annual report looks back on a year of challenges and uncertainty and tells a story of how Penrith City Council worked through these challenges to create certainty for our community. I have never been prouder to be Mayor of our City than I am right now.

No one could have envisaged the series of events that would unfold, nor how Council would respond to them. But, in the face of natural disasters and a global pandemic, we have continued to engage with and serve our community and realise our vision for the future.

Despite what was to come, this financial year began like many others. We consulted with our community on a range of issues, seeking comment on our Local Strategic Planning Statement (a 20-year vision for land priorities), a landmark City Park and, more recently, Council's Youth Action Plan.

We ran a Volunteer Expo to connect service organisations to those looking for ways to give back to their community and worked with diverse organisations on a range of events, including to celebrate International Women's Day and Day of Peace.

Council's Events Team curated another spectacular REAL Festival on the banks of the Nepean River. The November event drew 27,500 people and invited participation through an interactive performance piece.

As in previous years, we collaborated with a local school to design a playspace through the Penrith Mayoral Challenge. Students from Oxley Park Public School worked with Council's Neighbourhood Renewal team to breathe new life into Brian King Park.

Council also launched a new community newsletter, Our Place, to inform residents about our programs, services and events and celebrate the unique qualities that make Penrith a great place to live, work and play.

Among those qualities is our leadership, and I am pleased to say that over the past 12 months, Council has led a number of significant initiatives.

In November, we hosted a Mayoral Skills Summit. The event brought together over 30 stakeholders from industry, education and training organisations, government agencies and business to identify ways to keep and create new jobs and tailor skills programs to target jobs of the future.

In the wake of a catastrophic bushfire season, we coordinated and hosted our Cooling the City Masterclass. The sold-out event, which was attended by a broad range of organisations from across the state, presented ideas from national and international experts on how government and industry can improve our built environment.

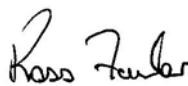
Council also partnered with Western Sydney University to run a heat sensor program, tracking temperature data across Penrith to support and inform our Cooling the City Strategy.

Finally, as the financial year drew to a close, Council pulled together a group of industry, government and community leaders to accelerate the City's post-pandemic recovery.

We formed two taskforces – one focused on the economic needs and opportunities the City faces, and the other on the wellbeing and resilience of our residents – to develop and collaborate on responses to the COVID-19 impacts on our City and act as a conduit to Council, industry bodies, other organisations and government.

In June, Council invited local residents to share their stories of strength, resilience and perseverance during the COVID-19 crisis. I am pleased that we have captured these experiences as a legacy of this time.

I would like to thank our community for supporting one another through this difficult year and adapting along with us as we journey into the new normal. I would also like to thank my fellow Councillors and Council staff for their dedication to creating a sustainable, healthy and vibrant future for Penrith.



ROSS FOWLER OAM
MAYOR OF PENRITH



A MESSAGE FROM OUR GENERAL MANAGER

This report gives an overview of Penrith City Council's achievements, a breakdown of our finances and outlines how we've responded to challenges over the past 12 months. It also showcases the leadership, resilience and innovation our organisation has shown during this extraordinary year.

While supporting our community through drought, fire, floods and a global pandemic, Council has kept its focus on the future and remains financially sound.

In November, Council released its \$125 million Sports and Recreation Strategy, a 15-year plan to deliver 82 projects, including an initiative to improve shade in 90 local playgrounds, build a multi-use synthetic sport facility at Jamison Park and a new sports and recreation precinct in Gipps St, Claremont Meadows.

Plans were also progressed to enhance Regatta Park and create a central City Park. We significantly progressed the development of a multi-storey carpark at Soper Place, reclaiming land for our community, and advocated for investment to enable transformative projects and maximise our potential.

Over the past 12 months, Penrith continued to work with all levels of government to realise the City Deal. As long-term advocates for the Sydney Metro – Western Sydney Airport we have helped connect our residents to employment opportunity and fostered the creation of the 30-minute city.

Council has demonstrated its future focus and strong governance through our flood management with comprehensive modelling across our City to inform planning and evacuation routes, including our advocacy for the Castlereagh Connection.

When catastrophic fires hit the east coast of Australia, Council provided staff to our neighbours in the Blue Mountains to help them respond to and recover from the disaster.

But it is through our COVID-19 response that Penrith's leadership, resilience and innovation shone most brightly.

Council's innovative systems saw us move to a remote working model with minimal disruption to employees and service delivery. We continued to be productive, responsive and connected. Our assessment of Development Applications did not slow down and our outdoor staff worked safely to maintain roads, parks and reserves.

Our Children's Services made their exceptional curriculum and programs COVID Safe, while our Library Services offered an inclusive range of virtual events.

Council championed Neighbourly Isolation cards through our Good Neighbour Program to help our residents connect with one another and offer support. We shared this idea with our own neighbours, Blue Mountains and Hawkesbury Councils, with great success.

When social distancing came into play, Council connected with our community in many ways, including our Thursday Night Live Lockdown Series. Streamed on our Facebook Page, these events attracted 50,000 views from the launch in April to the end of June.

We partnered with Nepean Blue Mountains Local Health District to provide 116 free flu vaccines to vulnerable residents and with Nepean Food Services to deliver food parcels to those in need.

Importantly, Council provided over half a million dollars in immediate relief to local businesses impacted by the pandemic through the waiving of fees and commercial rents. To assist local community sports associations to get through lockdown and come out the other side, we waived sports ground hire fees for winter 2020, summer 2020-21 and winter 2021. We're also championing initiatives from two taskforces led by the Mayor and Deputy Mayor to foster the recovery of our City.

The past months have been particularly challenging for our cultural and sporting institutions, but the Joan Sutherland Performing Arts Centre, Penrith Regional Gallery and Lewers Bequest and the Penrith Whitewater Stadium have responded to change in remarkable ways and Council continues to work closely with their community boards.

Again, it's been an extraordinary 12 months and I am proud of Council's response and the fact that we have emerged strong, positive and on track for a sustainable future.



WARWICK WINN
GENERAL MANAGER



OUR RESPONSE TO COVID-19



The COVID-19 pandemic raced around the world in early 2020. With protecting the health of the population the highest priority, the Australian response focused on measures designed to slow the spread of the virus, including banning large gatherings and temporary closure of pubs, restaurants, gyms and other places people were likely to gather. Schools, although not closed, transitioned to online learning wherever possible, and 88% of organisations across the country encouraged or required employees to work from home. Local government elections planned for September 2020 were rescheduled for September 2021.

Thanks to Council's innovative and future-proof ICT Strategy, when COVID-19 hit we were able to follow health warnings and quickly move our indoor workforce to remote working. A focus on cloud-based applications ensured our systems are available 'Anytime, Anywhere and on Any Device', allowing all staff, including the 60% without Council-issued mobile devices, our Customer Experience Centre and Customer Contact teams, to work effectively from home.

Our outdoor workforce operated week on/week off during April, followed by a 4-day 36-hour week from May. These changes allowed us to meet social distancing, comply with health advice and provide greater flexibility for staff that cannot deliver services from home. Other measures included allowing employees to take vehicles home, establishing two satellite depots for Civil Operations staff, and staggering start and finish times.

Council's Children's Services remained open throughout the pandemic providing care for children of frontline and essential services workers, and all our families as they returned to work. Council placed all fees on hold and guaranteed positions for families deciding to keep their children at home, and subsequently implemented the government funding packages to provide childcare free of charge. We also supported children at home with a weekly Preschool program and made educational and activity resources available through our social media channels. Our mobile playvan reached out to the community by delivering craft packs.

Our Library programs quickly moved online, and although our Home Library Service was suspended in April our team remained in regular contact with customers by phone to try and ease their social isolation. In response, one resident who is legally blind and has remained housebound since the start of the pandemic phoned to praise our Library team for their exceptional service and support.

In May, Council established two taskforces to accelerate our City's post-pandemic recovery, one focused on the economic needs and opportunities the City faces and the other on the wellbeing and resilience of our residents. The taskforces, chaired by our Mayor and Deputy Mayor respectively, bring together industry, government and community

leaders to collaborate on responses and act as a conduit back to Council, industry bodies, other organisations and government. The taskforces first met in June, will meet monthly for the next year, and will work together on programs and initiatives to boost the local economy, build capacity in the community sector and foster connection in our City.

With all our staff working under changed conditions, we undertook a Resilience Survey to gain information so we can ensure we are supporting them effectively. The results were extraordinary, with 73% of employees (1,030 staff) responding. Of staff who responded:

- 96% agreed that Council is looking after their wellbeing
- 98% felt Council had responded appropriately to the COVID-19 situation
- 94% rated themselves as productive during their working week
- 92% felt they could still collaborate effectively with colleagues
- 93% agreed that current work arrangements allow us to meet customer needs
- 86% were positive about the effectiveness of our technology and systems while working remotely.

The Resilience Survey and the adaptability of our staff showed that we can deliver high levels of service through non-traditional work environments. To build on this, Council developed a set of Finding Balance Guiding Principles to maintain the positives of the last few months and build flexibility into our ongoing work practices wherever possible.

CASE STUDY

THURSDAY NIGHT LIVE - LOCKDOWN SERIES



Penrith City Council has always recognised the important role artists, musicians and performers play in the life of our City and a regular feature of Council's events calendar has been a series of live musical performances featuring talented homegrown artists called Thursday Night Live.

Amidst the COVID-19 pandemic, Council introduced the Thursday Night Live – Lockdown Series, an innovative alternative that gave artists the opportunity to perform for an online audience via a livestream on Council's Facebook page. The live engagement each Thursday night was a standout feature, with on average 300 comments or interactions during each gig. After 12 weeks and nearly 50,000 views the series wrapped up at the end of June. The participating artists were grateful for the opportunity to get both a paid gig during lockdown plus the opportunity to reach new audiences, with artists increasing their social media followings and engaging with audiences they wouldn't normally reach.

Not only were the artists buoyed by the support they received from the program, it also resulted in positive local messages and connections. Messaging shout outs for mental health support services as well as encouraging shop local and local takeaway delivery listings was made possible throughout the program. Overall, the Thursday Night Live – Lockdown Series provided a lifeline to artists, local businesses and the community.

OTHER KEY ACHIEVEMENTS OR ISSUES RELATED TO COVID-19

The information below is drawn from all seven Outcomes to provide a complete picture of how our planned works were impacted. This information is not repeated under individual Outcomes.

Extra or unplanned activities

- We provided financial relief to affected lessees and outdoor dining permit holders.
- Our Good Neighbour program partnered with Nepean Food Services to distribute 250 everyday essentials packages. 11,500 residents received a Neighbourly Isolation Card encouraging them to let others know how they could help, with 450 residents downloading their own cards.
- We developed a fortnightly news snapshot to provide residents an overview of the latest public health information, changes to Council services and where they could go to find out more.
- To prepare for the reopening of community and sporting facilities we:
 - developed COVID-19 Safety and Operational Plans for every community centre and hall
 - supported local sporting associations and clubs with the development of sport code-specific COVID-19 Safety Plans and compliance with restrictions
 - helped regular hirers of community facilities to develop COVID-19 Safety Plans including signage for display in every facility
 - organised a 'deep clean' of the community centres and halls prior to reopening and distributed cleaning packs for user groups.

Activities where planned delivery was changed

- The Community Assistance Program was brought forward to provide funding to non-profit organisations and groups to address emerging community needs; and Magnetic Places was re-designed to fund arts projects that provided creative alternatives to face-to-face engagement.
- Online Council meetings were enabled for both Councillors and staff, and the audio of these meetings was streamed live for members of the public.
- Library staff maintained phone and email enquiries services, processing memberships, expanding online services with additional eBooks and extra online tutoring hours for students. We provided innovative new virtual children's story time programs and activities for adults and children, as well as hosting our first ever 'Zoom author talk' with author Robert Tickner.
- National Simultaneous Storytime celebrated 20 years of promoting reading across the nation with celebrations at all Council childcare centres at 11am on Wednesday 27 May. The Mayor and General Manager pre-recorded a reading of this year's book "Whitney and Britney Chicken Divas" by Lucinda Gifford, with the Mayor and Leadership Team attending services via Zoom on the day to share the story.
- An e-learning module on Active Supervision was rolled out to all Children's Services staff to ensure consistent understanding across all services, and to address any concerns that had emerged in relation to supervision requirements.
- The Queen Street Riches and Textures Project this year is focusing on listening to the community to develop an intergenerational project based on a retrospective of a 1978 production called The St Marys Kid. Workshop activities were unfortunately suspended as a result of COVID-19. Where possible, this project is continuing online.
- The Western Weekender and Penrith Press suspended their print editions. Council's advertising was disrupted during this time as the weekly Corporate News Page (CNP) could not be published in print. As an alternative, the CNP was published on the Western Weekender and Penrith Press websites and social media channels. The online publishing of the CNP met Council's requirement under legislation to publicise DAs and other critical messages.

CASE STUDY

VILLAGE CAFÉ FLU VACCINATION CLINIC

During COVID-19 restrictions, local services raised concerns about some residents experiencing limited access to everyday groceries and essential items. The Nepean Blue Mountains Local Health District's flu vaccination program was also temporarily placed on hold due to restrictions in schools. In response, Council's Village Café project collaborated with the local health district and local community services to run free flu vaccination clinics in North St Marys, Kingswood and Llandilo, providing 116 residents with free flu vaccinations and distributing 150 emergency food relief packages.

The Village Café flu vaccination program was warmly welcomed by local residents who enjoyed the opportunity to connect over a cup of coffee following their flu shot. For some residents, the program offered a valuable opportunity for social connection during a time where many people faced extended periods of isolation.



FACILITY CLOSED

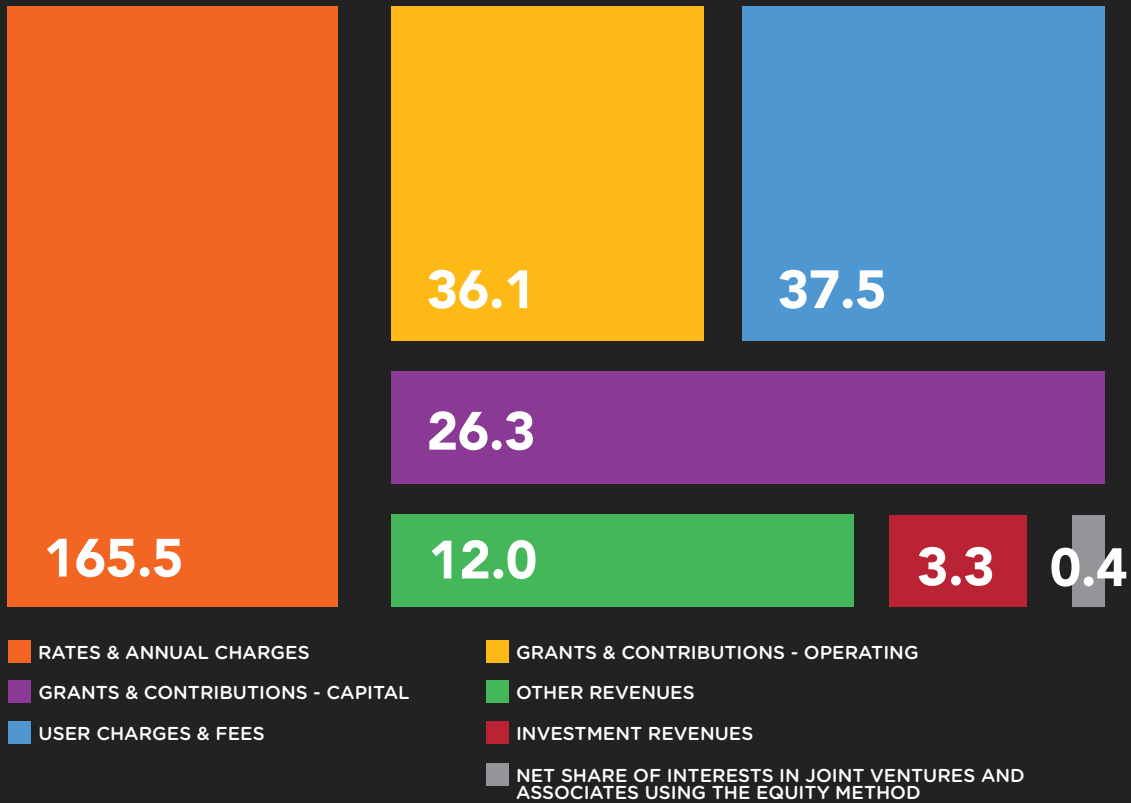
IN ACCORDANCE WITH NSW GOVERNMENT
PUBLIC HEALTH ORDER.

PENRITH
CITY COUNCIL

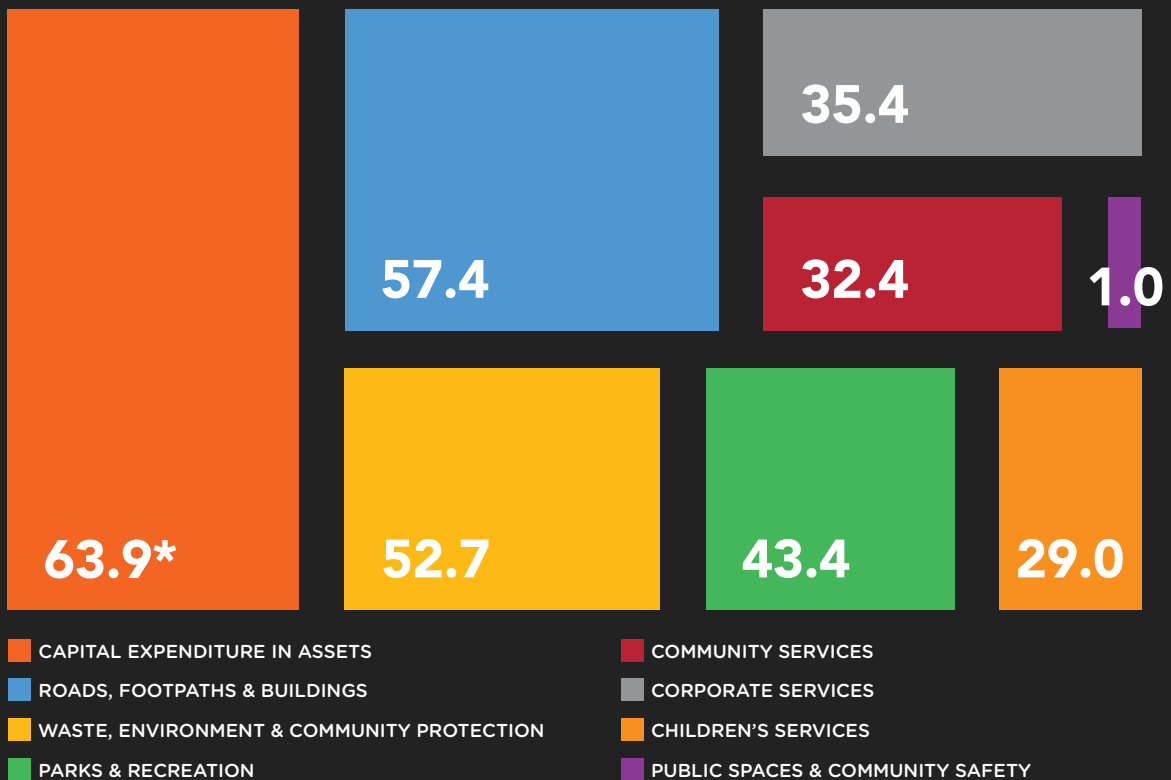
Negatively impacted activities

- The Tourism Strategy and planned events were placed on hold, with the Marketing team focussing on liaising with tourism operators, promoting activities that were permitted during lockdown and planning new itineraries for future day trips.
- Some activities under the International Partnerships program have been delayed due to COVID-19, such as a visit from our Japanese partners in Fujieda and Hakusan.
- Parking enforcement operations have been severely impacted, and we are working with the community and stakeholders to monitor parking demand with a view to returning to normal operations when safe to do so.
- Routine environmental health inspection programs were temporarily suspended, though priority or emergency matters, including customer requests and incidents that could potentially result in significant risks to the environment or public health, were still responded to. Where possible, alternative approaches including phone and email have been taken to monitor compliance and assist businesses to meet COVIDSafe obligations.
- Public health initiatives such as food safety and skin penetration seminars were placed on hold, replaced by distribution of monthly newsletters. Proactive routine food safety and public health premises inspections were also put on hold, replaced by updates around COVID Safety awareness and COVID-19 operational requirements.
- Community engagement to support development of the new Community Plan started in February, however it was placed on hold due to the COVID-19 pandemic. Although specific engagement on the community plan has not recommenced, we have been gathering information from other engagement activities that will help us understand community priorities. A revised program which will target groups that we have not yet connected with and seek more in-depth understanding of key issues will commence rollout in the first quarter of 2020-21.

WHERE DOES OUR MONEY COME FROM? (\$m)

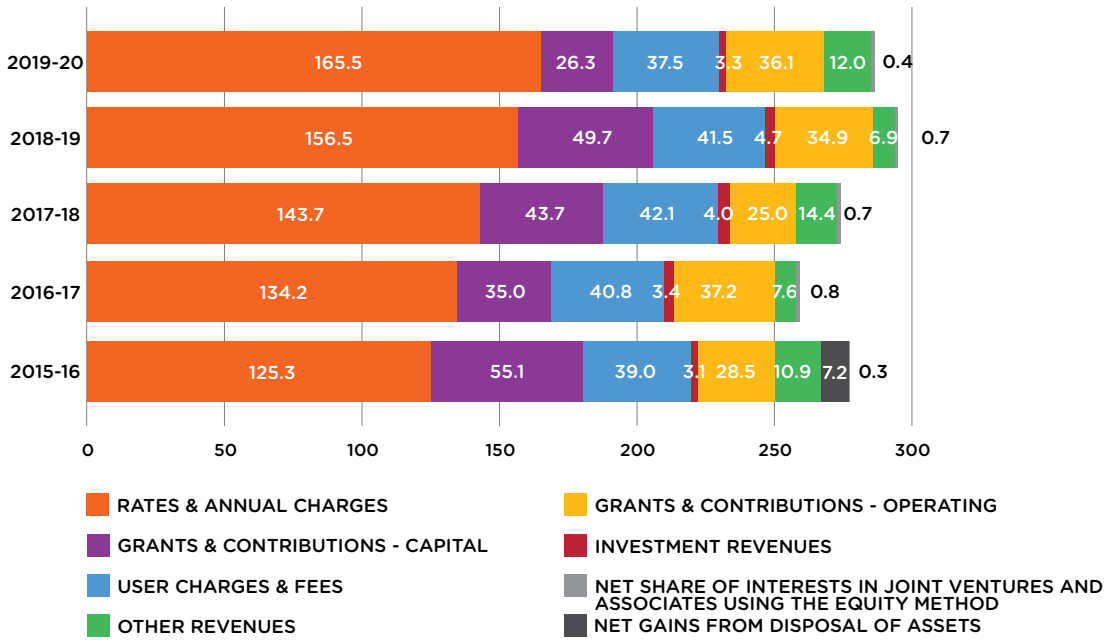


WHERE DOES OUR MONEY GO? (\$m)

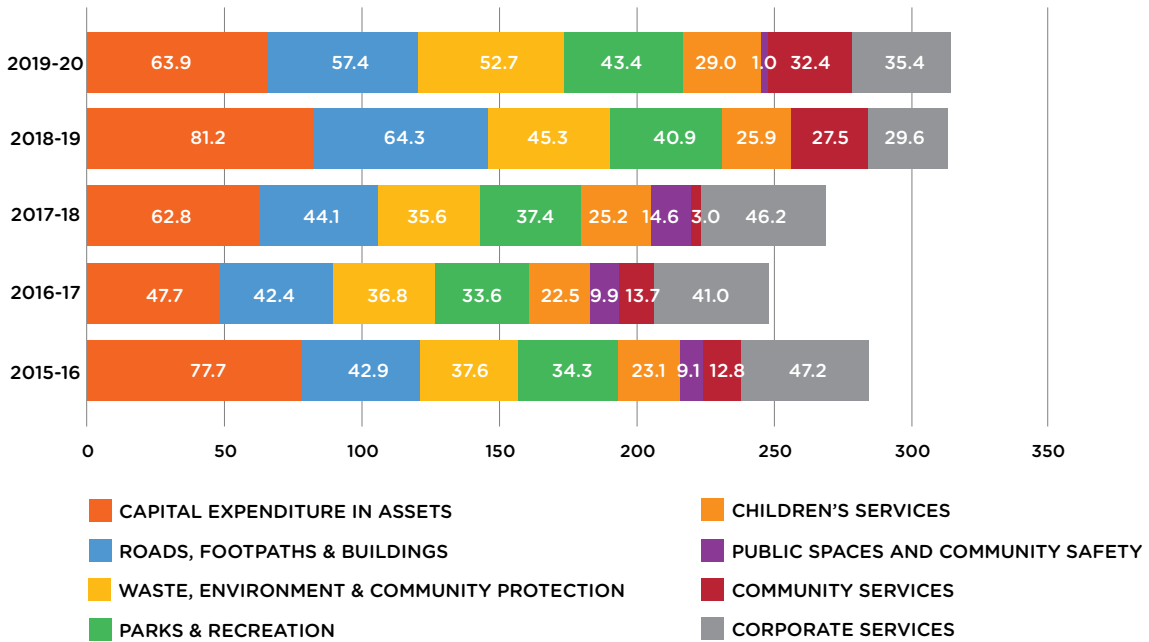


* Capital expenditure has also been funded from reserves and disposal of assets.

Comparison of income over 5 years (\$m)



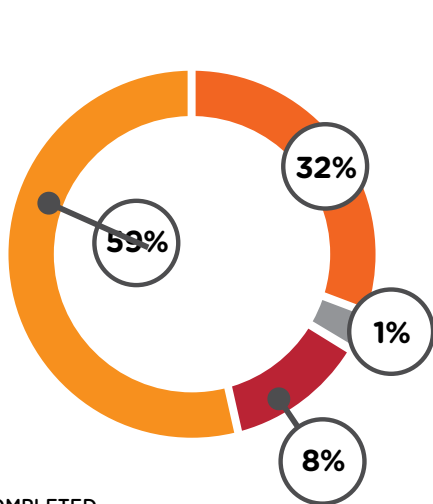
Comparison of expenditure over 5 years (\$m)



HOW DID WE DO?

OUR PROJECTS

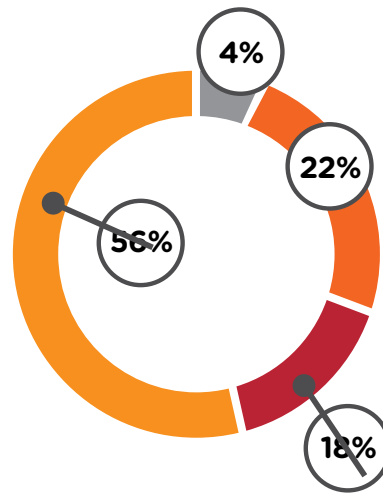
At the end of the financial year, 91% of Councils reportable projects (Capital and Operational) were on track or completed, with 8% experiencing some delay due to COVID-19, and a further 1% experiencing other delays. Although we do our best to anticipate what needs to be done each year, unexpected challenges and opportunities inevitably arise. In some cases, this affects our ability to undertake the work we had planned, however, in others, we can respond without affecting our agreed program of works.



- COMPLETED
- ON SCHEDULE
- DELAYED COVID-19
- DELAYED

OUR OPERATIONAL PLAN ACTIONS

At the end of June 2020, 78% of the 2019-20 Operational Plans were on track or completed, with 18% experiencing some delay due to COVID-19, and a further 4% experiencing other delays. For further details refer to the Our Performance section of this report on page 35.



- COMPLETED
- ON SCHEDULE
- DELAYED COVID-19
- DELAYED



OUR BUSINESS IMPROVEMENT AND INNOVATION INITIATIVES

Our dedication to continuous improvement has led to the creation of a permanent Business Improvement team, previously known as Innovative Performance, within the Business Transformation Department. This team has developed a Business Improvement Framework which will align its activities each year with business objectives and community outcomes.

The launch of the Customer Experience Transformation program was another key outcome for the Business Improvement team, reflecting its alignment with the Customer Promise – to put our customers at the heart of everything we do. This program will focus on reviewing and improving Council's internal processes that impact how we serve our external customers.

This cross-functional program was piloted with reviews focusing on four key areas in the organisation, including:

- booking community and neighbourhood facilities
- parking
- overgrown properties, and
- animal services and administration.

These areas were chosen because they're some of the services our customers interact with the most, so they provided a great opportunity to redesign processes to deliver our Customer Promise and create a more positive customer experience. The reviews identified 153 actions we can take to make things easier for people using these services. Partnering with ICT, delivery of these improvements will create more efficient workflows for our internal departments while providing an optimum experience with reduced touchpoints, greater access to our services and seamless processes. Eliminating waste and streamlining processes is estimated to improve the administrative efficiency of our Ranger services by at least 20%.

Business Improvement also played a critical role in reviewing Council's front foyer. This review aimed to understand how customers move through and experience the front foyer of the Penrith Civic Centre. The review included:

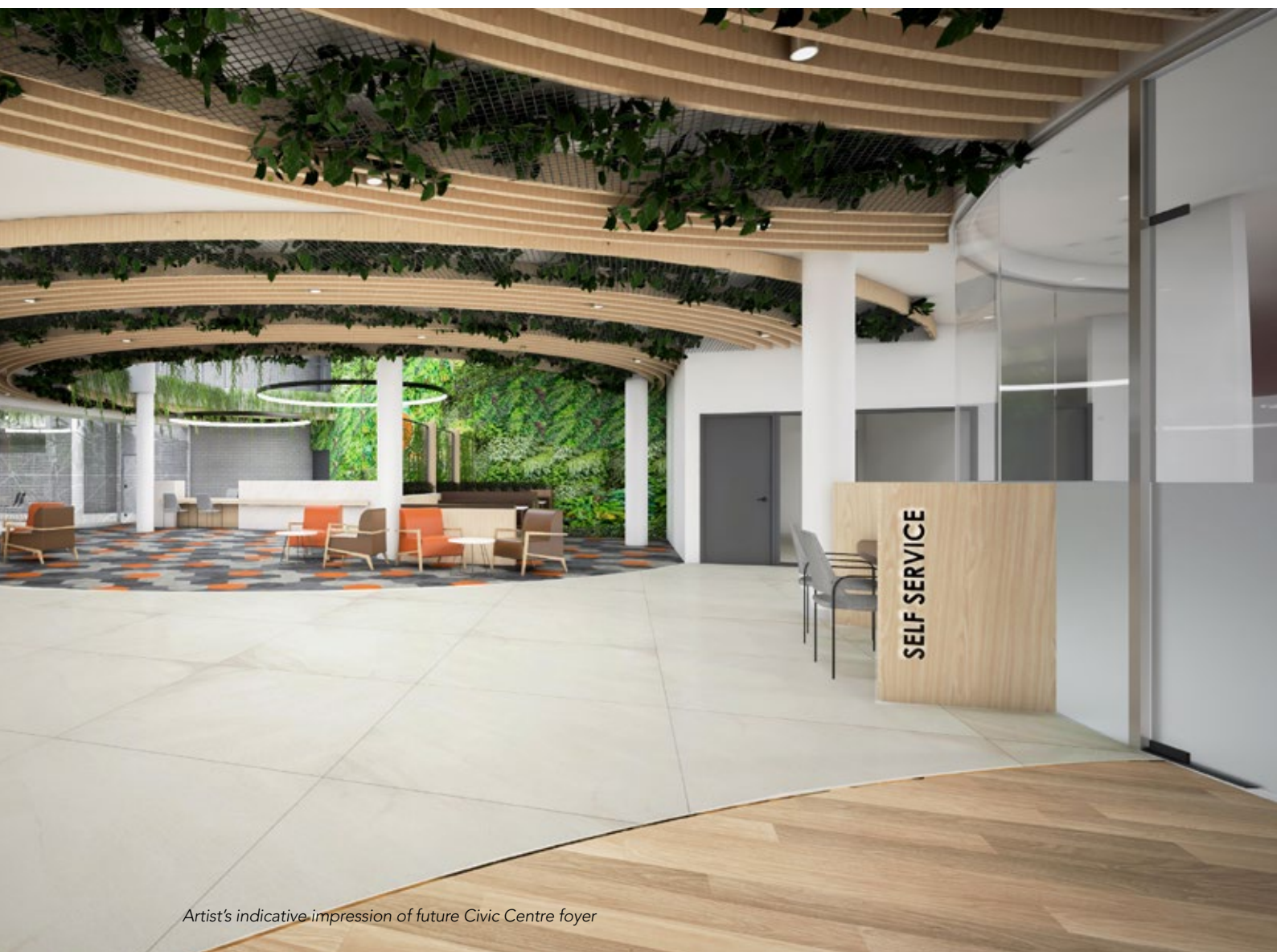
- 64 internal and external active contributors
- 34 initial concepts developed through consultation and workshops
- 17 confirmed concept designs which progressed to more detail design, including:
 - self-serve kiosks- reducing customer wait times by up to 5 minutes and providing information on our online services
 - dedicated concierge – 100% interception and first line triage
 - varied seating options and café integration – making times you need to wait more pleasant for all customers
- capture and analysis of information relating to interactions at the security desk (roughly 1,000 each month).



We have already seen how this review has improved processes, with the introduction of a queueing system which allows us to track the different types of customer enquiries we receive. This information can be used to adjust staffing levels to match peak times and help the concierge and kiosks provide a quick option for simple matters. Going forward, the review has helped inform the development of a contemporary redesign for the foyer area which will start construction in late 2020. The finished foyer will not only be a much nicer place for customers and staff, but it will help us provide a more efficient service.

Building on previous work, the online application system for Road Reserve Opening Permits has been permanently implemented. This system has increased visibility of applications and associated work, resulting in:

- correct application processing has increased bond compliance by 86%
- greater ability to prevent unauthorised works
- reduced costs associated with correction of unauthorised works
- better management of the risks associated with excavation works occurring in our road reserves, and
- improved ability to identify those responsible for undertaking works.



Artist's indicative impression of future Civic Centre foyer

OUR AWARDS AND RECOGNITION

DURING 2019-20, COUNCIL'S EFFORTS AND ACHIEVEMENTS HAVE BEEN RECOGNISED IN NUMEROUS WAYS.

Civic Risk Mutual Excellence in Risk Management Award

Council's City Services department received the Civic Risk Mutual Excellence in Risk Management Award for the development and implementation of a Street and Park Tree Management Plan. The plan offers a defensible risk-based approach to tree management and fosters a reduction in reactive tree maintenance requests. It also supports appropriate tree species selection within the road reserve to reduce the need for other works.

Local Government NSW Excellence in Environment Award

Council's City Services department received both the Category C and Overall Division Awards for Asbestos Management at Local Government NSW's Excellence in the Environment Awards. Sponsored by SafeWork NSW, the award recognised the excellence of our 'all of Council' Asbestos Management Framework to address asbestos matters in Council-owned buildings, parks and open spaces.

National Growth Areas Alliance Congress Awards

Council received three awards at the National Growth Areas Alliance 2019 Congress:

Partnerships Building Connections

Council received this award for the Penrith Health Action Plan - a collaboration between Council, the Nepean Blue Mountains Local Health District, the Nepean Blue Mountains Primary Health Network, and the Greater Western Aboriginal Health Service that aims to improve the health and wellbeing outcomes of communities and residents in Penrith City.

Advocacy

Council received this award for our Advocacy Strategy and Implementation Plan, which have allowed Council to provide compelling evidence to support campaigns for additional infrastructure. Our desire to become good advocates on behalf of our community is now recognised by other levels of government and City stakeholders alike.

Leadership in Growth Areas

Nathan Burbridge, Council's City Economy and Marketing Manager, was Highly Commended for his work on the Executive Committee of the NGAA, demonstrating leadership through the guidance and support he has given the Executive Officer and his enthusiasm in championing the NGAA within Council and NSW more broadly.

Certificate of Appreciation Award – Australian Defence Force

This award, from the Australian Defence Force, was presented in appreciation of our support during the 2019-2020 Australian bushfire crisis.

Planning Institute Australia (PIA) NSW – Best Planning Idea – Small Project and Hard-Won Victory

Council's Property Development department was recognised by the Planning Institute Australia (PIA) NSW with two awards for its Open Space Reinvestment Project in Erskine Park in the Best Planning Idea – Small Project and Hard-Won Victory categories. This project was then nominated as the NSW entrant for the above two categories in the PIA National Awards for Planning Excellence.

2019 National AUSTSWIM Recognised Swim Centre of the Year

Council's Ripples Leisure Centre was awarded the 2019 National AUSTSWIM Recognised Swim Centre of the Year Award. This is a national governing body award that is voted on across all states for public and private providers, with more than 1,000 providers across Australia registered for consideration.

2019 Margaret Hind Memorial Award

The Margaret Hind Memorial Award is for outstanding commitment to the Environmental Health Industry including integrity, work ethic and achievement. Suzie Gates, Environmental Health Administration Officer, was Highly Commended for the 2019 Margaret Hind Memorial Award.



Australasian Reporting Award (ARA) – Gold Award in Annual Reporting

Council was awarded a Gold Award by the ARA for its 2018-19 Annual Report. This is the fifth consecutive year our Annual Report has been awarded a Gold Award for reporting excellence.

LG NSW Excellence Awards - Oxley Park Door Knock Project

The Oxley Park Door Knock Project was Highly Commended in the Community Development and Services (population over 100,000) category of the LG NSW Excellence Awards. While working with the Oxley Park community, the Waste Services team discovered a communication disconnect between residents and Council. During the project, the team visited over 700 properties and met with a large cross-section of residents to gain valuable insights about local waste issues. The program resulted in residents feeling heard about issues important to them, and greatly improved communication between Council and the community.

LG NSW Excellence Awards –Journey to Remuneration, Reward and Recognition Excellence

Council's Journey to Remuneration, Reward and Recognition Excellence received the Excellence in People and Culture (population over 60,000) category at the 2020 Local Government Professionals Excellence Awards. The award acknowledges our journey following the 2017 Employee Engagement Survey to become an employer of choice and an industry leader in remuneration, benefits and recognition. It also celebrates a range of significant policy improvements and initiatives, with more information included in the Corporate and Governance section of this report.

RECOGNISING OUR COMMUNITY

2020 Australia Day Awards

Medal of the Order of Australia (OAM)

Captain of the Orchard Hills Rural Fire Brigade, the late **Greg Speed**, received an OAM for his service to the community.

Kingswood resident and St John Ambulance volunteer, **Malcolm Towle** was recognised for his service to the community.

Paralympic athlete and medalist, **Erik Horrie** received an OAM for service to the rowing community.

Former President and current Treasurer of the Nepean District Tennis Association, **Dennis Sales**, was recognised with an OAM for his dedication to the sport.

Penrith resident **Jose Relunia** received an OAM for his service to the Philippine community.

Former Penrith Citizen of the Year, **Ross Hutchison**, was also recognised with an OAM for community service through his charity the Ross Hutchison Foundation, involvement in Rotary and many other community commitments.



Council Awards

Council also recognised the community work of five local residents and two outstanding community groups at a special Australia Day function on 22 January 2020.

Citizen of the year

Malcolm Robar

Penrith Local Appreciation Award

Jose Relunia OAM

Penrith Local Appreciation Award

Ian West

Penrith Local Appreciation Award

Robert Rigby

Penrith Local Appreciation Award

Cherise Terry-Jongejans

Penrith Community Group Award

Mama Lana's Community Foundation

Penrith Community Group Award

Penrith Giants' Kickability

Queen's Birthday Honours

Medal of the Order of Australia (OAM)

President of the Sydney Speleological Society, **John Bonwick** of Emu Plains was recognised for his service to caving and casting.

South Penrith resident and Chair for the Penrith City Children's Services Cooperative, **Max Friend** was honoured for his devotion to children services

The late **Lynette Vaak**, formerly of Emu Plains, was recognised for her advocacy and service to women and girls.

Special Mentions (both received OAMs)

Although these individuals are not Penrith residents, they have made significant contributions to our City.

Lisa Beehag was recognised for service to netball.

Barry Smith received his OAM for services to Local Government.

WHO WE ARE





OUR HISTORY

Indigenous Australians lived in Penrith for tens of thousands of years beforehand, but our written history of the area begins on 26 June 1789.

Before this time, within the present boundaries of the City of Penrith there were around 1,000 Aboriginal people living close to watercourses such as South Creek and the Nepean River. Local clans included the Gomerrigal, who lived in the vicinity of South Creek; the Boorooberongal, who lived from Castlereagh to the Hawkesbury; and the Mulgowie who lived along the Nepean River and in the lower Blue Mountains from Mulgoa to Penrith and Emu Plains. Each clan lived within a defined area and came together for special ceremonies. People lived in open campsites and gunyahs, which were traditional dwellings.

Eighteen months after the landing of the First Fleet, in June 1789 a party of men led by Captain Watkin Tench set out to explore this area. After a day's travel West, Tench laid eyes on the broad expanse of the Nepean River, near the spot where the M4 Motorway Bridge is today. He later wrote, "We found ourselves on the banks of a river, nearly as broad as the Thames at Putney and apparently of great depth". The party could not cross the river, so travelled north along the bank for a short distance, observing signs of Aboriginal daily life as they walked. Phillip later named the river after Sir Evan Nepean, the Under-Secretary of State in the Home Office, who played a pivotal role in organising the First Fleet.

The colonial settlers commenced local government within the City of Penrith in 1843, with the formation of district councils. Incorporation of the town of Penrith in 1871 was followed by St Marys (1890), Castlereagh (1895), Mulgoa (1893) and Nepean Shire (1913). On 1 January 1949, all of these local government authorities amalgamated to form Penrith Municipal Council. Ten years later the Municipality of Penrith was proclaimed a City.

OUR AREAS OF OPERATION

Council operates out of four primary sites located across the Local Government Area (LGA). These locations are:

CIVIC CENTRE AND LIBRARY

601 High St, Penrith

WORKS DEPOT

34-58 Copeland St, Kingswood

ST MARYS OFFICE AND LIBRARY

207-209 Queen St, St Marys

ST CLAIR LIBRARY

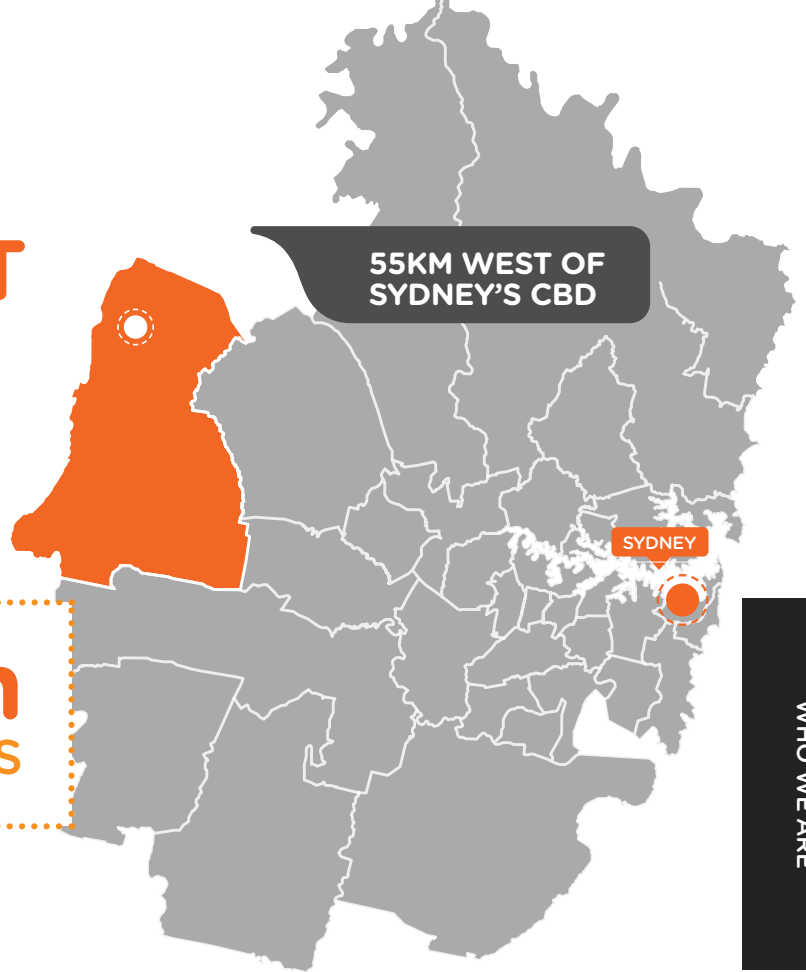
Shop 12, St Clair Shopping Centre,
Bennett Rd and Endeavour Avenue, St Clair



WHO WE ARE

PENRITH AT A GLANCE

POP. EST 2018: 209,000
POP. BY 2031: 260,000
AREA: 404km²



1.3 million
ANNUAL VISITORS

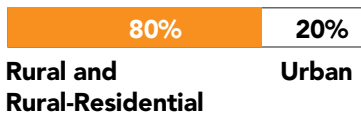
71,036
HOMES



19% of dwellings are medium or high density

47.8HA
of City Centre land owned by Council

LAND USE



4% of our population identify as Aboriginal or Torres Strait Islander



58% of Penrith's workforce are local residents

KNOWN COMPANION ANIMALS

CATS
26,600
DOGS
85,000



26,266
Businesses

Median resident age 34

28%
RESIDENTS AGED UNDER 20



6 INTERNATIONAL PARTNERSHIPS

38.5%
COUPLES WITH CHILDREN



1.6%
OF NSW

\$7.79 billion

GROSS REGIONAL PRODUCT

WHO WE ARE

KEY FEATURES



3 ELECTORAL WARDS
15 Councillors (5 per ward)

38
SUBURBS
PROCLAIMED
A CITY IN 1959



38
Solar power
systems across Council
owned facilities



COUNCIL-RUN
CHILDCARE
FACILITIES
Approx.
3,500
children enrolled in
childcare centres



52
SPORTS
GROUND
COMPLEXES

Approx.
32,000
people use Council's
sportsgrounds each
weekend for
organised sport



861
RETAIL FOOD
PREMISES

600

PARKS & RESERVES



153
PLAYGROUNDS



- » 48 primary schools
- » 15 high schools
- » 4 special support schools

694KM
OF DRAINAGE PIPELINE

9,830HA
OF LAND
ZONED NATURE
RESERVES AND
NATIONAL PARKS



3,555
streetlights have
been upgraded
to LED's across
18 suburbs within
the LGA

3
LIBRARIES

710KM
OF FORMED
FOOTPATHS



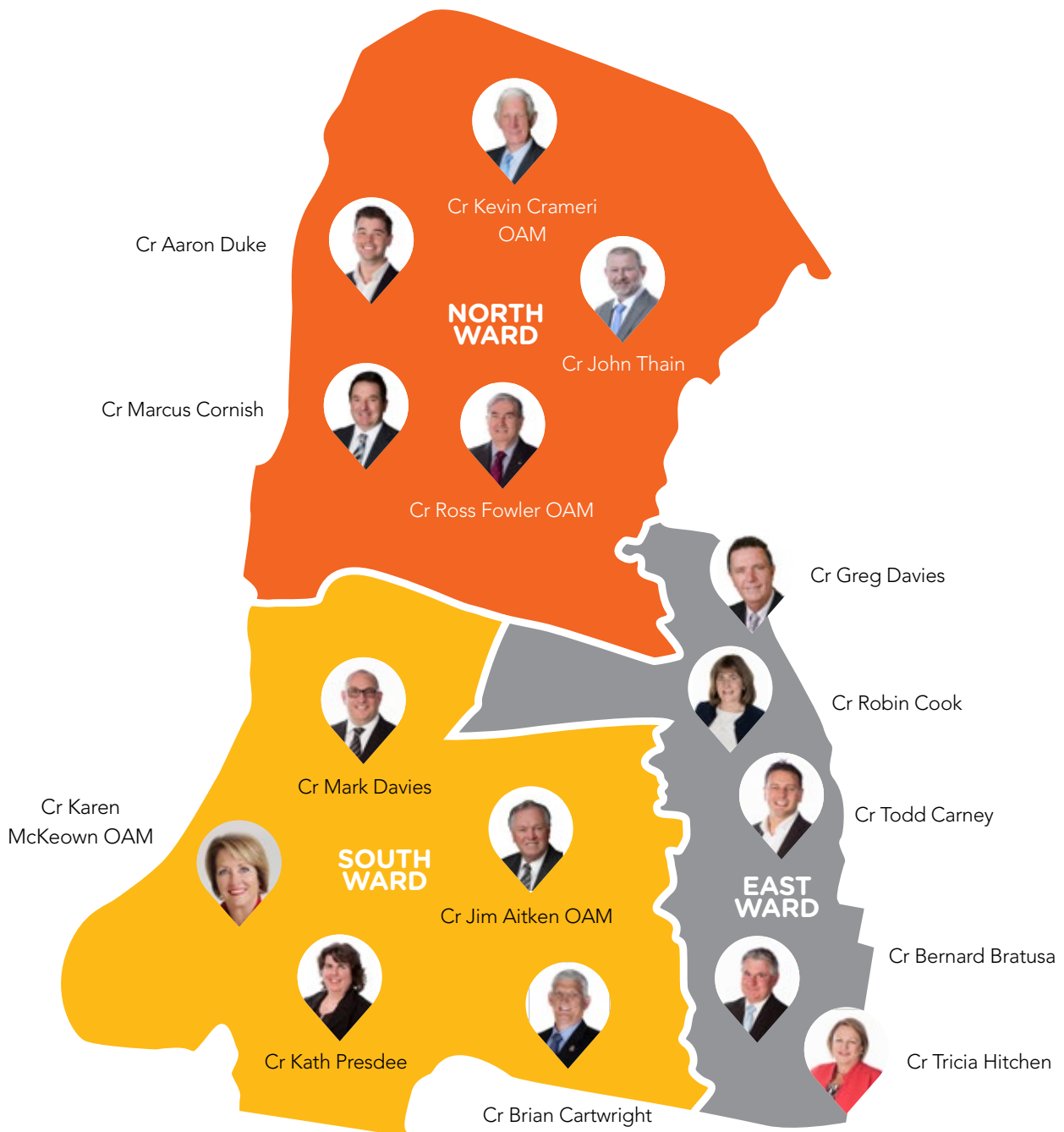
1,208KM
OF SEALED
ROAD PAVEMENT

164
carparks

OUR COUNCILLORS

The Penrith Local Government Area (LGA) is made up of three wards, with five Councillors representing each ward. Our current Councillors were elected in September 2016 with two elected in a May 2018 by-election. Together, the 15 Councillors represent the interests of our community and the Penrith region. They will serve until the next Local Government elections in September 2021. A new Mayor is elected every two years and a Deputy Mayor every year.

Each of our Councillors brings a wealth of knowledge to the role. While each Councillor represents a particular ward, their ultimate consideration must be the current and future interests of the City as a whole.



Our Mayor

Councillor
Ross Fowler OAM

North Ward
Councillor

ross@rossfowler.com.au



Cr Ross Fowler OAM is a third generation representative in local government, following in the footsteps of his late father Bernie, a former Mayor of Penrith City and his grandfather John, who was an Alderman on Mulgoa Municipal Council.

A long-term local resident, Cr Fowler is in his seventh consecutive term on Council after first being elected in 1991. He served as Mayor in 1995-1996, 2013, 2014 and was again elected Mayor for two years in 2018. He also served as Deputy Mayor in 2015.

Cr Fowler holds a Bachelor of Commerce, is a Fellow of the Institute of Chartered Accountants, a registered Company Auditor and Tax Agent and is the Principal of a Chartered Accountancy firm in Penrith. He has represented Council on CivicRisk West (formerly Westpool) – the local government insurance and risk management mutual – since 1991 and has been Chairman of its Board of Directors since 1994.

Cr Fowler was instrumental in securing the Whitewater venue for Penrith in the lead-up to the 2000 Olympics, and has been Chairman of the Board of Directors of the company which operates the facility since its incorporation in 1999.

He is an executive member of the Boards of Penrith Performing & Visual Arts Ltd and Penrith City Children's Services Cooperative, and also represents Council on the Audit, Risk and Improvement Committee. His extensive financial acumen has been of great benefit to Council.

Cr Fowler's goal is to help support a strong local economy and ensure Council remains in a sound financial position to best meet the needs and expectations of residents and rate payers.

Outside his duties as a Councillor, he has been a volunteer Director of the Australian Foundation for Disability (AFFORD) since 2004 and is currently Chairman of its Board of Directors. He is a member

of St Marys Rotary Club, having held positions including president, club service director, community service director, secretary and treasurer. He is also the President of the Board of Trustees for Blaxland Crossing Rest and Recreation Ground Land Manager at Wallacia. He enjoys time with his family, gardening and local history.

Our Deputy Mayor

Councillor
Karen McKeown OAM

South Ward Councillor

karen.mckeown

@penrith.city



Cr Karen McKeown OAM was elected to Council in 2004, 2008, 2012 and 2016, served as Mayor in 2015-2016 and as Deputy Mayor in 2006-07 and from 23 September 2019.

She holds a Bachelor of Commerce degree from WSU Majoring in Management with double sub-majors in Law & Employee Relations and the Executive Certificate for Elected Members from UTS. She is also a graduate of the Australian Institute of Company Directors and the Australian Institute of Superannuation Trustees.

Cr McKeown is active in many community organisations and committees including the Australian Local Government Women's Association NSW.

Cr McKeown is also currently a Councillor on Hawkesbury River County Council, Director of Penrith Performing & Visual Arts, a member of the Penrith CBD Corporation Board, Local Traffic Committee, Chair of Council's Resilience and Multicultural Committees, Chair of the Community Recovery Taskforce, and a Director of Local Government NSW and Local Government Super.

Cr McKeown is one of Council's Sustainability Champions and represents Council and the City on environmental topics. She is also passionate about ending homelessness and providing a voice for our growing multicultural community.

North Ward Councillors

Councillor Marcus Cornish

marcus.cornish@penrith.city

Cr Marcus Cornish represents Council on various committees including Floodplain Management Australia and Hawkesbury River County Council, Director of Penrith Whitewater Stadium and as Chair of the Heritage Advisory Committee. He has also served on Council's Access Committee, as Council's representative on the Roads and Traffic Advisory Committee and as an Alternate Director on WSROC.

Cr Cornish believes that Penrith Council is there to represent the interests of the people of Penrith before all others. He supports democracy and freedom of speech, free from political correctness.

Before becoming a Penrith Councillor, Cr Cornish was involved in working on causes on the community's behalf. This included his support for people with disabilities and lobbying for Nepean Hospital upgrades including parking, a cancer ward and a new outreach centre and served 14 years on childcare committees, including seven years in Emu Plains.

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



Councillor Kevin Crameri OAM

kevin.crameri@penrith.city

Cr Kevin Crameri OAM was first elected to Council in 1974. He served as Mayor in 1996-97, 2009-10 and 2010-11, and as Deputy Mayor in 1988-89.

He has lived in the local area since he was six years old and is actively involved in many local committees and groups, including as a member and former Deputy Captain of the Llandilo brigade of the Rural Fire Service and the Nepean District Historical Society.



Cr Crameri is a qualified fitter machinist, chainsaw operator and tool maker. He received his Order of Australia medal (OAM) in 1999 for service to local government and the community. He is a dedicated husband, father and grandfather, and in any spare time he enjoys swimming, fishing and working with his horses.

Cr Crameri is particularly committed to good communication with the community and making the City an attractive place to live, work, visit and invest. He is also a Justice of the Peace.

Councillor John Thain

john.thain@penrith.city

Cr John Thain has been a Penrith City Councillor since 1999. He served as Mayor in 2005-06 and 2016-18 and Deputy Mayor in 2004-05.

Cr Thain has lived in North St Marys since 1994 and has been involved with several committees, including as Chair and Vice Chair of Hawkesbury River County Council, Chair of Penrith Sports Stadium, and as a member of the Ripples Board and the North St Marys Neighbourhood Committee. From 2016-2018, Cr Thain was the Chair of the Western Sydney City Deal Mayoral Forum.

Cr Thain holds electrical qualifications, is a former senior advisor to a NSW Housing Minister, and is currently Head of Projects at Nordoff Robins Music Therapy.

Cr Thain is a strong advocate for people with disability and of housing diversity and affordability. He is committed to building strategic alliances and partnerships to deliver Council's vision for Penrith as a sustainable and vibrant city.

Councillor Aaron Duke

aaron.duke@penrith.city

Cr Aaron Duke was elected to Penrith Council in 2016 at the age of 25. He has a keen interest in social justice and community and decided to run for Council to be a voice for progressive ideas and forward thinking in Penrith. He has a particular interest in ensuring



young people are represented in Council's decision making processes.

Cr Duke has lived in Penrith for more than 12 years. He holds a Bachelor of International and Global Studies from the University of Sydney and completed his Juris Doctor at the University of Technology Sydney in 2016. He believes Council should stand up for our community against unfair decisions made by the state government.

East Ward Councillors

Councillor Robin Cook

robin.cook@penrith.city

Cr Robin Cook was elected to Penrith Council at a by-election in May 2018.

Cr Cook has lived in the Penrith area for 37 years

and her family's association with Penrith spans many generations. Her great uncle was elected to Penrith Council in 1936.

Cr Cook is passionate about maintaining the balance between development and the protection of our local environment, particularly the Nepean River. She also has a deep respect for the Indigenous peoples of the area, and is developing a deeper resolve to advocate for members of the community that are disenfranchised.



Councillor Tricia Hitchen

tricia.hitchen@penrith.city

Cr Tricia Hitchen is a highly decorated former Commissioned Police Officer. She has been on Council since 2012 and was elected as Deputy Mayor in September 2016 and 2017.

Cr Hitchen represents Council on the Access Committee, Penrith Aquatic and Leisure Centres (Ripples) and the St Marys Town Centre Board. As the mother of a special needs child, Cr Hitchen is a strong advocate for people with disabilities, accessibility and equity. She and her husband run a removal and storage business in Emu Plains. Cr Hitchen is also a Board member of the Haven Women's Refuge.



Councillor Todd Carney

todd.carney@penrith.city

Cr Todd Carney was born and raised in Western Sydney. He has lived in Glenmore Park since 2003 with his wife Sharon. Together they have three children, Zach, Lily and Indie.

After starting his apprenticeship at the age of 16, Cr Carney worked as a heavy vehicle mechanic for 12 years. He is currently a Service Manager for a crane manufacturer in Western Sydney.

Cr Carney also worked as an electorate officer in the Office of David Bradbury MP for six years, advocating for Western Sydney and helping local residents on a daily basis.



Councillor Bernard Bratusa

bernard.bratusa@penrith.city

Cr Bernard Bratusa has been a local resident since 1980 and was first elected to Council in 2012.

Cr Bratusa and his wife Katheryne have raised three children, and now proudly boast the addition of two grandchildren, Alfie and Luka.

Bernard is proud to call Penrith home, believing the City's future is positive and unlimited in terms of opportunities.

Supporting local businesses, creating employment, respecting our heritage, and protecting our rural villages are key priorities for Bernard.

Bernard believes Penrith remains the big little town he fell in love with 40 years ago, blessed with good people and where dreams become reality.



Councillor Greg Davies

greg.davies@penrith.city

Cr Greg Davies has been a Penrith City Councillor since 1995. He has served three terms as Mayor, 2002-04, 2007-08 and 2011-12, and four terms as Deputy Mayor, 2001-02, 2003-04, 2014-15 and 2018-19.



He was awarded the title of Emeritus Mayor, and is a Life Member of the Australian Labor Party. Cr Davies worked in local government for 27 years before taking up a position as electorate officer to Mulgoa MP, Diane Beamer.

Cr Davies represents Council on the Regional Strategic Alliance committee, and is on the Board of Ripples Aquatic Centre. Previously, Cr Davies was Chair of the Penrith Valley Community Safety Partnership and was on the Board of the Whitewater Stadium. He also held an executive position on the Local Government Association of NSW and is a past board member of Nepean Community College and Penrith Emus Rugby Union Club.

Cr Davies was born in Lalor Park, Blacktown but has lived in St Clair for many years. He is strongly committed to working in partnership with community, business, government and other groups, and is particularly concerned with issues like planning for sustainable local jobs, housing and transport.

South Ward Councillors

Councillor Jim Aitken OAM

jim@jimaitken.com.au

Cr Jim Aitken OAM was elected to Penrith City Council in 1995 and was re-elected in 1999, 2004, 2008, 2012 and 2016. Cr Aitken was Penrith's Mayor in 2008-09 and Deputy Mayor in 2010-11 and 2013-14.



He has lived in the local area for more than 50 years and is a patron of many sporting and community organisations. Cr Aitken is also a successful businessman and employs more than 100 people through the Jim Aitken Group, which includes eight real estate offices and three restaurants.

He is a member of Council's Audit, Risk and Improvement Committee and the Penrith Flood Advisory Consultative Committee. He is also a Floodplain Management Australia committee member. Cr Aitken is a Fellow of the Australian Institute of Management and was awarded the Medal of the Order of Australia in 1998 for "service to the community of the Penrith district, particularly through youth welfare and service organisations and to local government".

Councillor Brian Cartwright

brian.cartwright@penrith.city

Cr Brian Cartwright was elected to Penrith City Council at a by-election in May 2018.



Cr Cartwright has lived and worked in the Penrith area for 30 years and is passionate about his local community. He has extensive management experience gained during his three decades with the Royal Australian Airforce, in the private sector and as a small business owner.

Penrith continues to grow and develop at a rapid pace and Cr Cartwright is a strong advocate for delivering the right services at the right time, with minimal impact on residents and businesses. He also understands the importance of quality sporting fields and facilities and will be keenly pursuing the continued investment in these facilities for our growing City.

Councillor Mark Davies

mark.davies@penrith.city

Cr Mark Davies was first elected to Penrith City Council in 2004 and served as Mayor in 2012-13. He is passionate about attracting investment to the City, boosting the local economy and creating more jobs for residents.



Before joining Council, Cr Davies worked as a broadcast technician in the television industry and currently runs a small business, Tech-Dry Building Products. Cr Davies is married to the Hon. Tanya Davies MP, Member for Mulgoa. In his spare time, he enjoys photography and playing the guitar.

Councillor Kath Presdee

kath.presdee@penrith.city

Cr Kath Presdee has lived in Penrith since 2001 and believes it is Sydney's best kept secret. She served as a Penrith Councillor from 2008-12 and was re-elected in 2016.




Cr Presdee is a solicitor specialising in industrial and employment law and is currently a legal officer with the Australian Manufacturing Workers Union. Her previous role was with a large national law firm and she has also worked in education and skills policy with the federal and state government.


She is a member of Council's Audit, Risk and Improvement and Resilience Committees, and represents Council on the Boards of the Penrith Performing & Visual Arts Ltd and the Penrith City Children's Services Co-operative. In her first term on Council, Cr Presdee was also a member of the Board of Penrith Whitewater Stadium.


Cr Presdee's key priority is to build a strong and resilient city; in particular attracting and retaining smart and sustainable jobs.


OUR COMMUNITY'S VOICE


HOW WE'RE COMMUNICATING


-  Community Newsletter - Online and print quarterly


-  City-wide flyer distribution to 76,000 households


-  Email distribution list


-  Posters across the Local Government Area


-  Social media posts - Facebook, LinkedIn, Twitter, Instagram, TikTok, Spotify


-  Information and exhibition of documents available at Penrith City Council, St Marys Library, St Clair Library and Penrith Library.


-  yoursaypenrith.com.au

-  Penrith City Council website

-  Meetings with local organisations and service providers


-  Community workshops in person and online


-  Pop-up information stalls at local events, centres and markets


-  Customer Experience staff available to answer questions in person and by phone


PROJECTS SHAPED BY OUR COMMUNITY

We want everyone to be involved in the decisions made about our City. This year we listened to our community to shape projects such as


-  Council's activities, budget and fees and charges 2020-21


-  Playground renewal and upgrade projects


-  City Park


-  Regatta Park


-  Penrith Mayoral Challenge


-  Robin Wiles Park Activation


-  City Renewal

-  Think Bold Kingswood

-  My Kingswood Park

-  Sport and Recreation Strategy

-  Gipps Street Recreation Precinct Masterplan

-  Civic Centre front foyer upgrade

STAKEHOLDER AND COMMUNITY ENGAGEMENT FRAMEWORK

WHO WE ARE



We understand the importance of building strong relationships with our community and stakeholders, that's why this year we've been working to create the Stakeholder and Community Engagement Framework. The goal is to create a streamlined approach to engagement across all Council departments to ensure consistency, transparency and effectiveness in all our engagement activities.

The Framework is the collaborative effort of a select group of experts within Council who are passionate about improving our approach to engagement and fulfilling our Customer Promise. The Framework is currently in its testing phase and is set to launch officially later this year.

EVENTS AND PROGRAMS

Penrith Volunteer Expo

To improve our understanding of ways Council can support more people to volunteer.

Grandparents Day Event

To evaluate the effectiveness of the event in achieving outcomes for partners and participants and inform the planning of Grandparents Day 2020.

Reimagine Ageing Festival

To engage with participants in the 2020 Reimagine Ageing activities and evaluate the effectiveness of the festival in achieving outcomes related to increasing social connection, building the capacity of the community to stay healthy and well and connecting older people to local services.



Day of Peace

To provide opportunities for the community to bring together different faiths and promote peace and harmony and to provide opportunity for cultural awareness and cultural exchange with diverse communities.

International Day of People with Disability

To increase awareness, understanding and acceptance of people with disability in the community.



WHO WE ARE

Bright Nights Kingswood

To provide local residents with a positive experience after dark in response to local community safety concerns.

Kingswood Park Arts

To work with young people in Kingswood Park to create new public artworks at Illawong Ave Reserve.

Create and Chat

Women living, working or studying in Kingswood had the opportunity to attend six weekly craft events to help build a sense of community and belonging, build their confidence in public spaces, and encourage communication with Council regarding safety concerns.

Kingswood Gateway Project

To create new public art in Kingswood reflecting the pride and esteem of local residents.

Penrith Stories

An online engagement campaign focused on showcasing stories of Penrith's resilience and community spirit during COVID-19.



Village Café

To engage with residents to identify what support, information or activities would support local community wellbeing, to provide an opportunity for social connection, and to connect residents with local services providers and access to fresh and healthy food.



Good Neighbour

To support our community (both residents and businesses) to connect with people in their local neighbourhood.

St Marys Kid

A theatre play produced in 1978 developed in collaboration between professional theatre practitioners and young people of St Marys. Q Theatre is trying to revive the original play by reconnecting with community of St Marys.

WHO WE ARE

Keep up to date with the latest Council-run and supported events in Penrith at penrithcity.nsw.gov.au/upcoming-events

OPPORTUNITIES TO JOIN THE CONVERSATION IN 2020-21



- ▶ COMMUNITY STRATEGIC PLAN 2021-2033
- ▶ TENCH RESERVE
- ▶ CITY PARK
- ▶ SOPER PLACE
- ▶ PLAYGROUND UPGRADES

Learn more about ongoing and future projects at yoursaypenrith.com.au

OUR PERFORMANCE

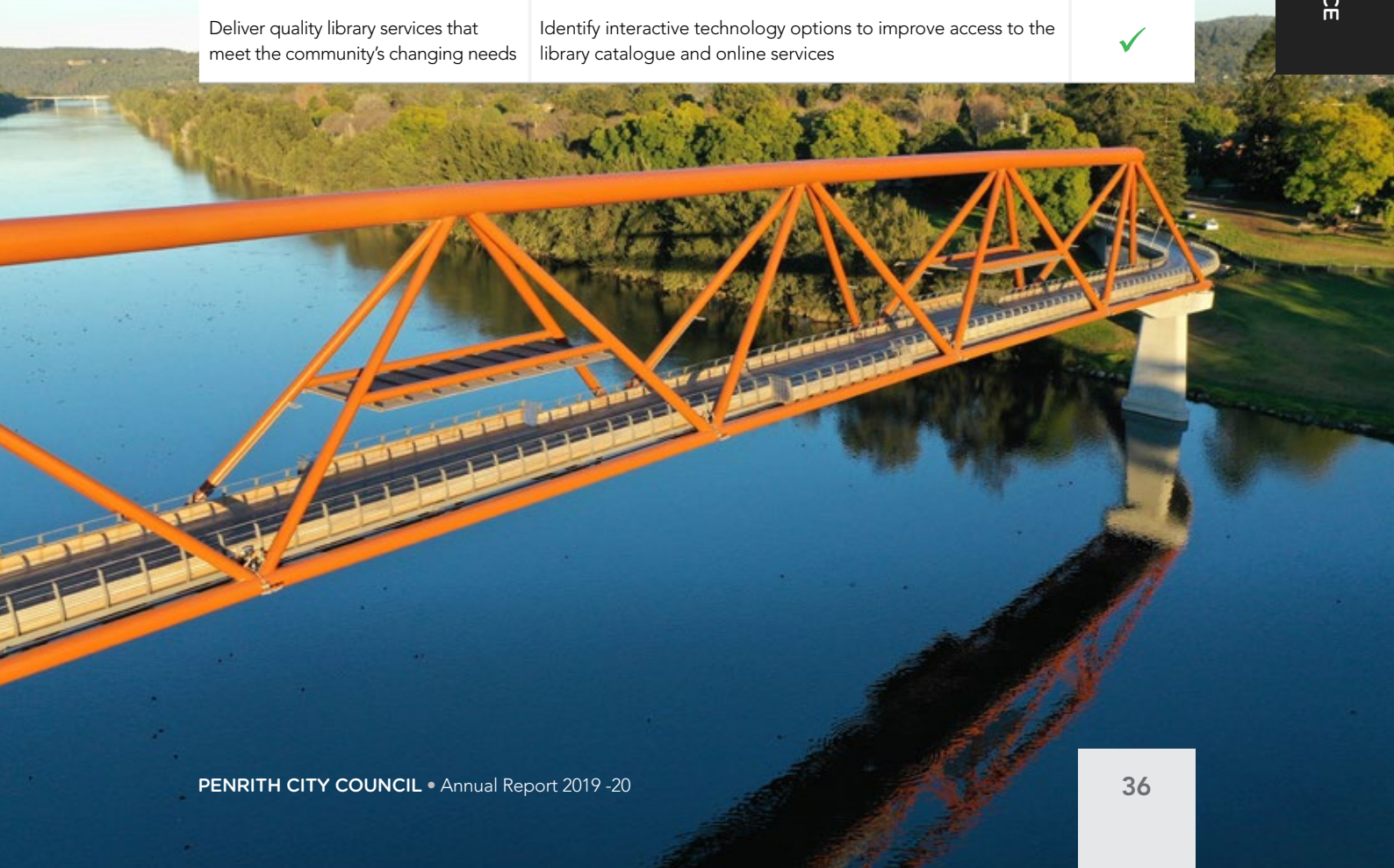
The Our Performance section provides a summary of highlights for the year by Outcome. For a more detailed description of what Council achieved throughout 2019-20, please refer to the December 2019 and June 2020 Organisational Performance Reports located on Council's website.

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.



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

ACTIVITY	ACTION	PROGRESS
OUTCOME 1 WE CAN WORK CLOSE TO HOME		
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
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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
OUTCOME 4 WE HAVE SAFE, VIBRANT PLACES		
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
OUTCOME 7 WE HAVE CONFIDENCE IN OUR COUNCIL		
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 & 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

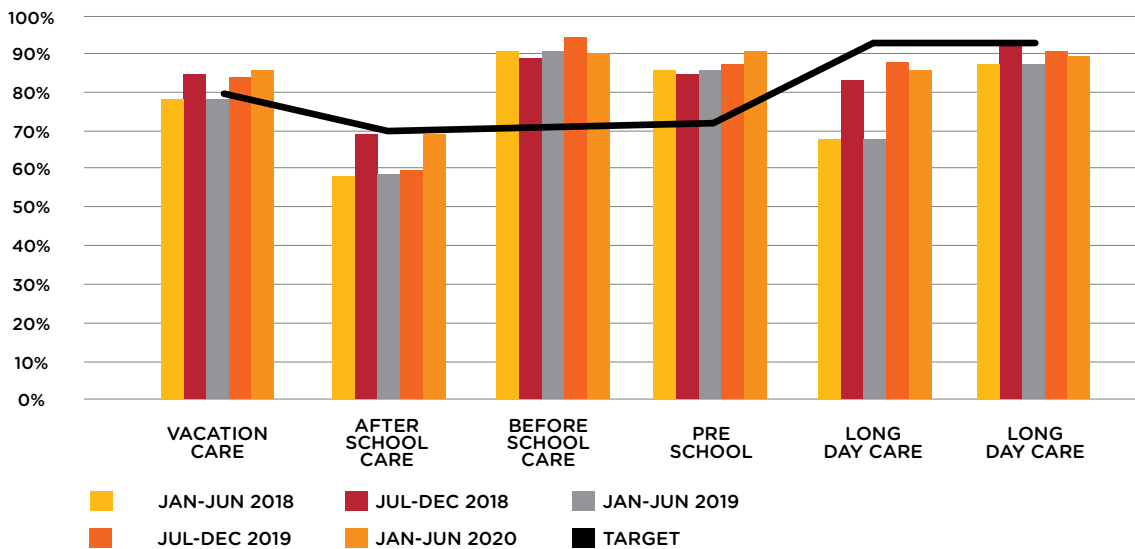
WE CAN WORK CLOSE TO HOME

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

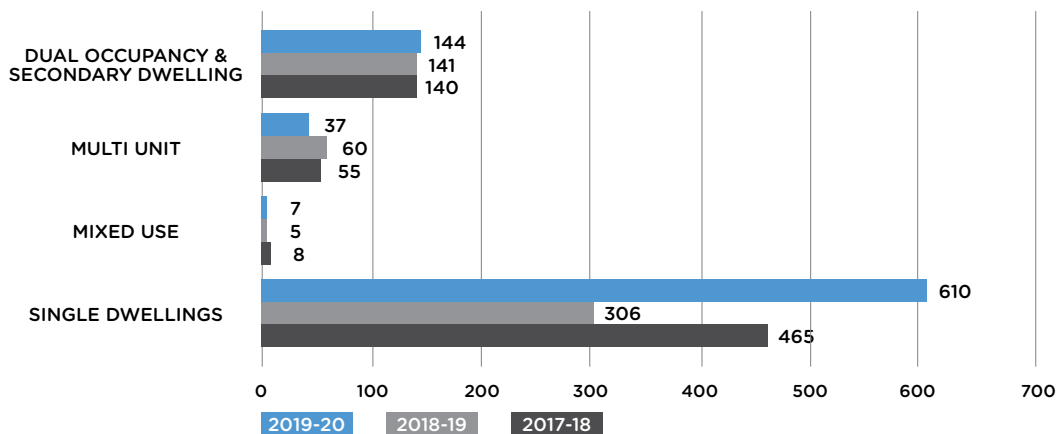
WE PLAN FOR FUTURE GROWTH

MAKING SURE SERVICES AND INFRASTRUCTURE KEEP UP AS PENRITH GROWS

How have we done?

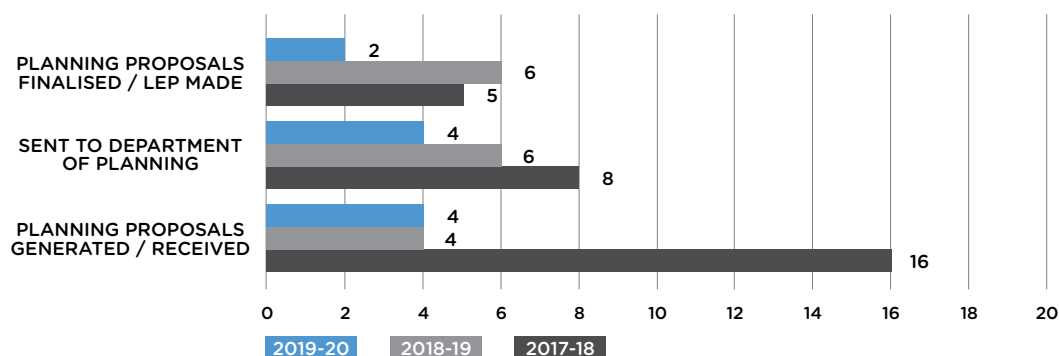
Number of Residential Development Applications

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%



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 ^{KM}

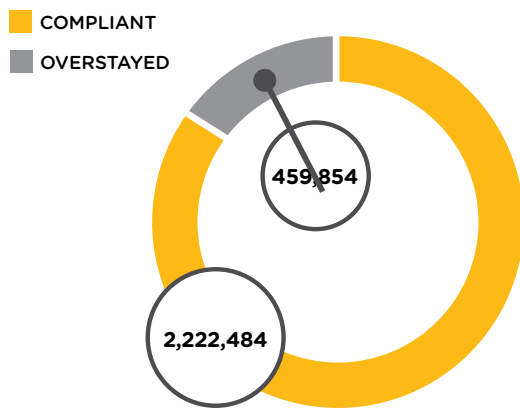
1.33
of shared ^{KM}
footpath added

Note: Figures do not include developer constructed footpath

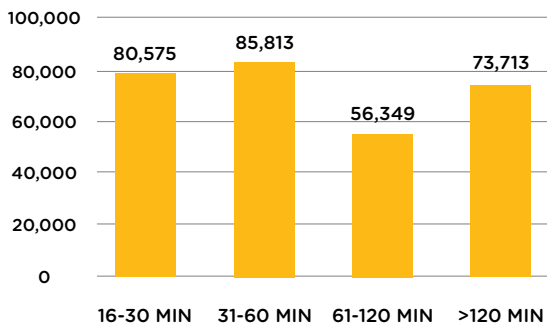
Parking

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?

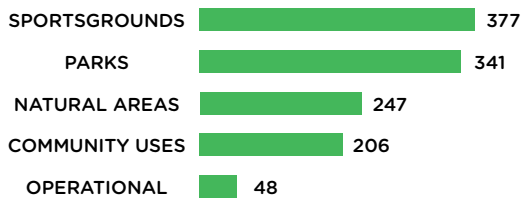
Council has adopted a number of figures to track organisational progress against key strategies around protecting the environment and using resources wisely.

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

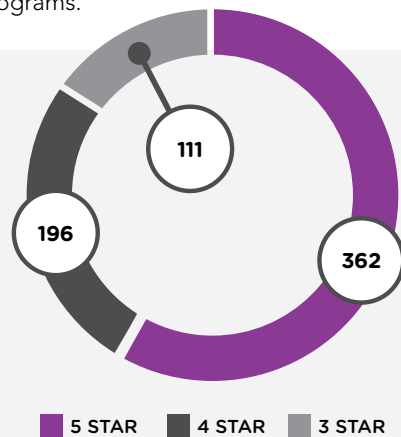
How have we done?

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

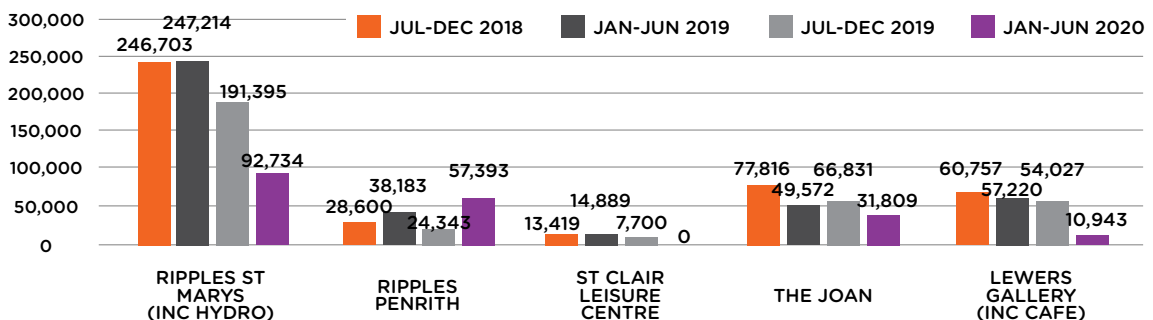
This will provide an indication of the effectiveness of Council's food safety regime in promoting good practices and protecting public health. At the end of the reporting period, of the 861 food businesses that are part of the Scores on Doors programs, 362 food businesses received a 5 star rating, 196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

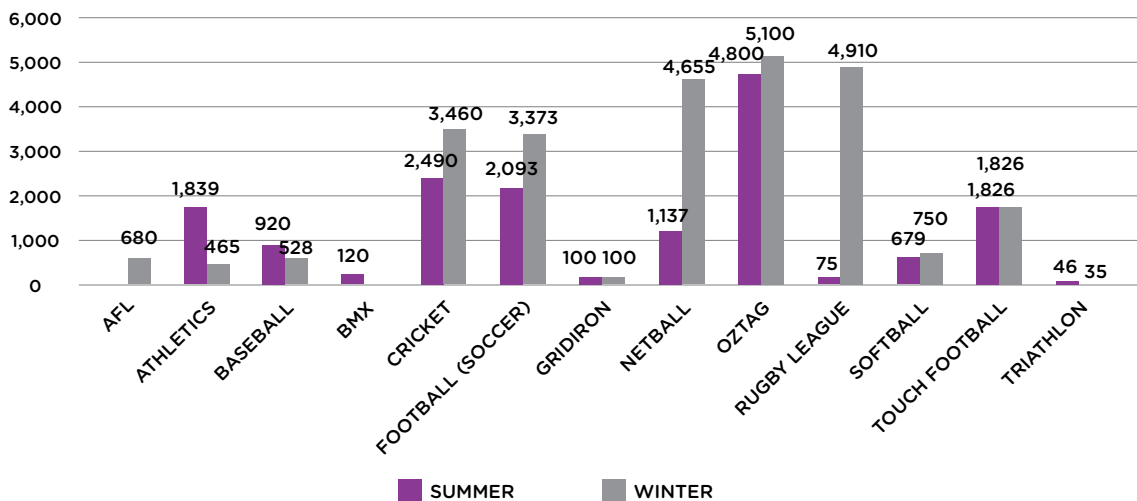
**Summer Season
(1 September 2019 to 29 February 2020):**

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

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.**

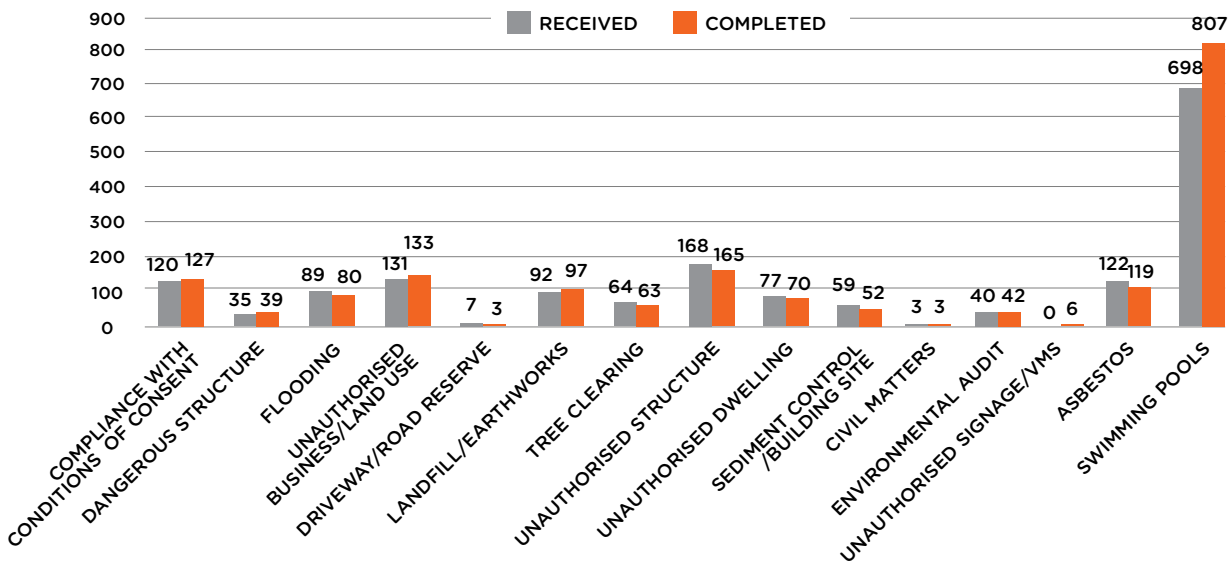
How have we done?

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:

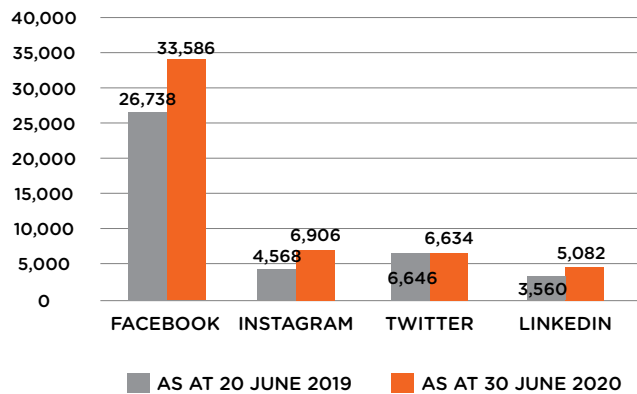
1,916,921

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.



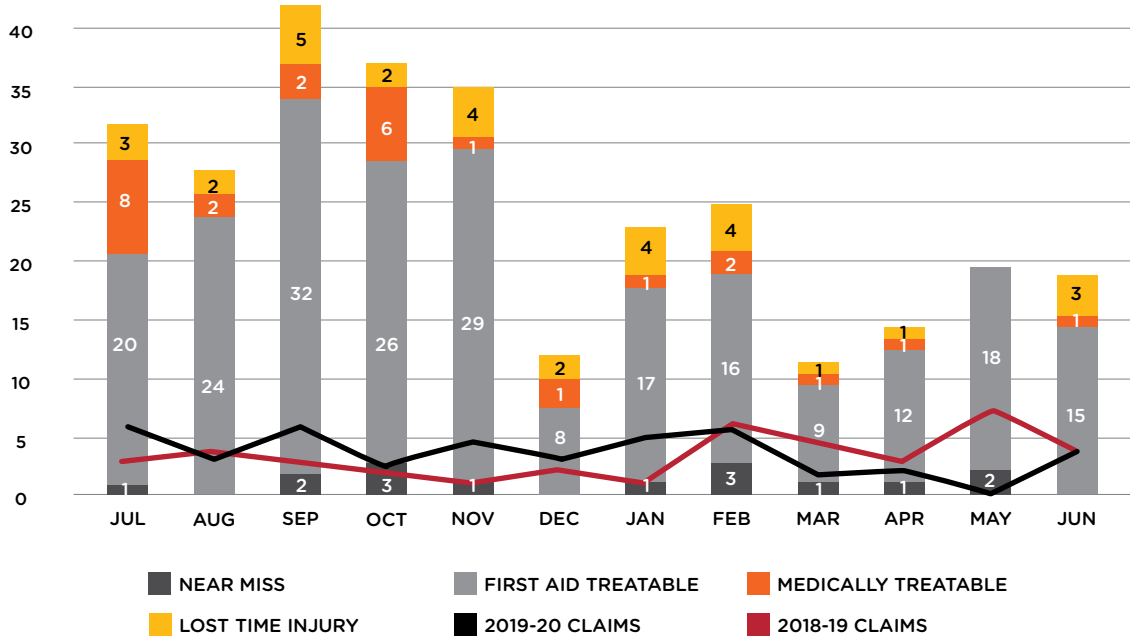
Work Health & Safety (WHS) Performance

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	32
Number of claims received and closed during the reporting period	95
Number of open claims as at 30 June 2020	26



Service level of calls received by Council

Number of calls received:

185,043

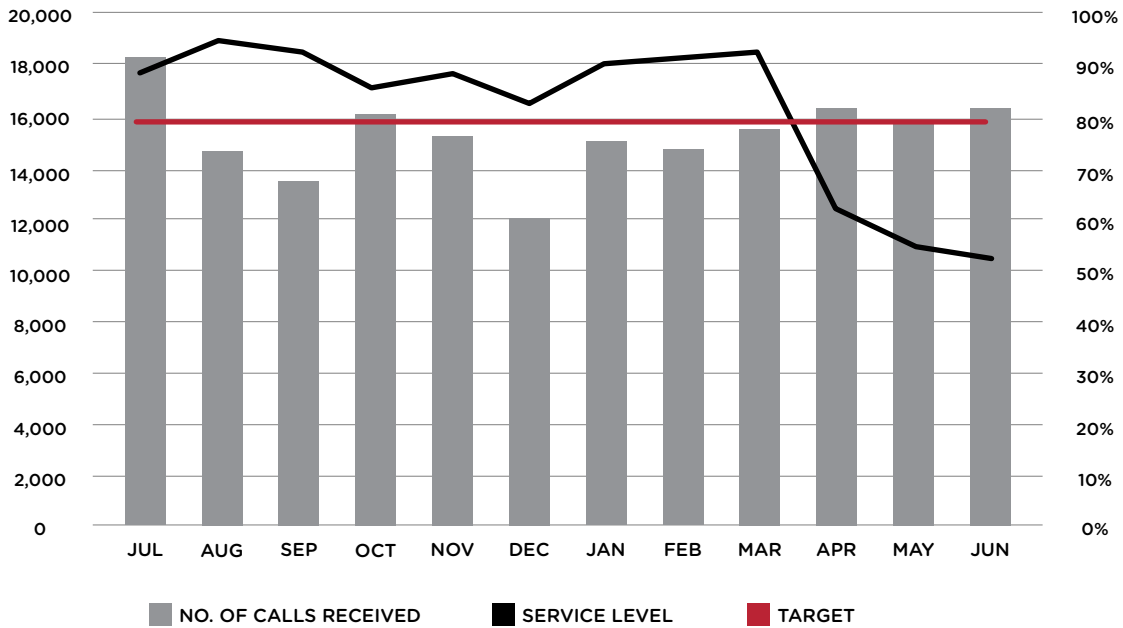
Average % of calls answered within 2 minutes (target 80%):

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.

OUR PERFORMANCE

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.

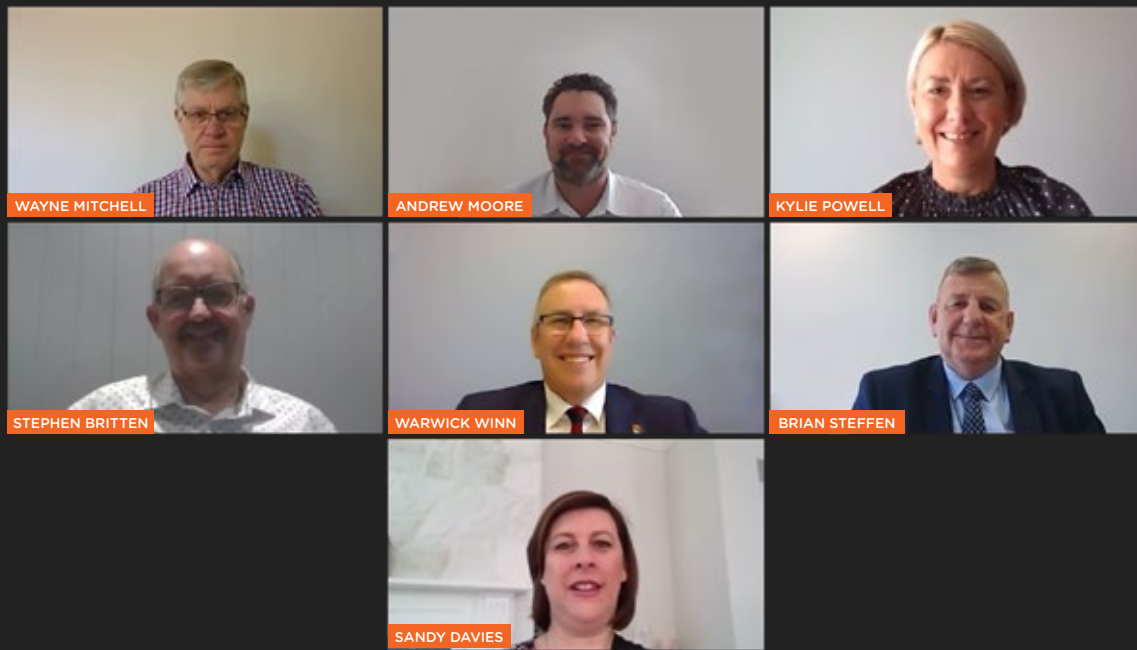
OUR PEOPLE

The Our People section provides a snapshot of our greatest resource, our amazing employees.



OUR LEADERSHIP TEAM

Council's Leadership team throughout 2019-20 was made up of:



Warwick Winn - General Manager

(August 2018 – present)

Responsibilities: Day to day policy and strategic management, and management of operations such as financial, assets, human resources, communications, governance, in line with current Council plans.

Qualifications:

- Advanced Diploma of Management (PLS Performance Group)
- Master of Environmental and Local Government Law (Macquarie University)
- Post Graduate Diploma of Town and Country Planning (Leeds Metropolitan University)
- Advanced Diploma of Environment and Development (Open University, England)
- Bachelor of Arts majoring in Organisational Psychology (University of Canterbury, New Zealand)

Stephen Britten - Chief Governance Officer

(December 2008 – present)

Responsibilities: Governance and Legal Services. This area primarily works with internal customers and looks after meeting practice, code of conduct, risk management, internal audit, legal services and records management.

Qualifications:

- Bachelor of Science (Macquarie University)
- Bachelor of Law (University of Sydney)
- Master of Business Administration (Southern Cross University and University of New England)
- Solicitor of the Supreme Court of New South Wales

Andrew Moore Director - Corporate Services

(June 2016 – present)

Responsibilities: The Corporate Services Directorate includes Business Transformation, Communications, Financial Services, Information and Communications Technology, and Property Development. This Directorate looks after business improvement, corporate communications and organisational events, Council planning and reporting, financial planning, budgeting, and property management and investment.

Qualifications:

- Master of Professional Accounting (University of Western Sydney)
- Bachelor of Commerce (University of Western Sydney)
- Certified Practising Accountant

Brian Steffen Director - City Services

(March 2016 – present)

Responsibilities: The City Services Directorate includes Asset Management, Community Facilities and Recreation, Design and Projects, Waste and Resource Recovery, City Presentation, and Penrith Aquatic and Leisure Centres (Ripples). This Directorate looks after the use and management of Council's assets, including planning, acquisition, construction, renewal, maintenance and disposal, along with our waste and recycling operations.

Qualifications:

- Master of Management (Macquarie University)
- Certificate IV in Carbon Management (Carbon Training International)

Kylie Powell Director - City Futures

(February 2017 – present)

Responsibilities: The City Futures Directorate includes City Strategy, City Planning, City Activation, Community and Place, and City Economy and Marketing. This Directorate is focussed on helping create local jobs, creating great public spaces and planning for the growth of the City.

Qualifications:

- Bachelor of Arts majoring in Welfare Studies (University of Western Sydney)
- Master of Urban and Regional Planning (University of Sydney)

Sandy Davies Director - Community and People

(June 2016 – present)

Responsibilities: The Community and People Directorate includes Children's Services, People and Culture, Customer Experience and Library Services. This Directorate looks after our customer experience, human resources and safety, libraries and child care centres.

Qualifications:

- Master of Commerce (University of Western Sydney)
- Master of Management (Macquarie University)
- Strategic Leadership (Melbourne Business School)

Wayne Mitchell Director - Development and Regulatory Services

(December 2008 - present)

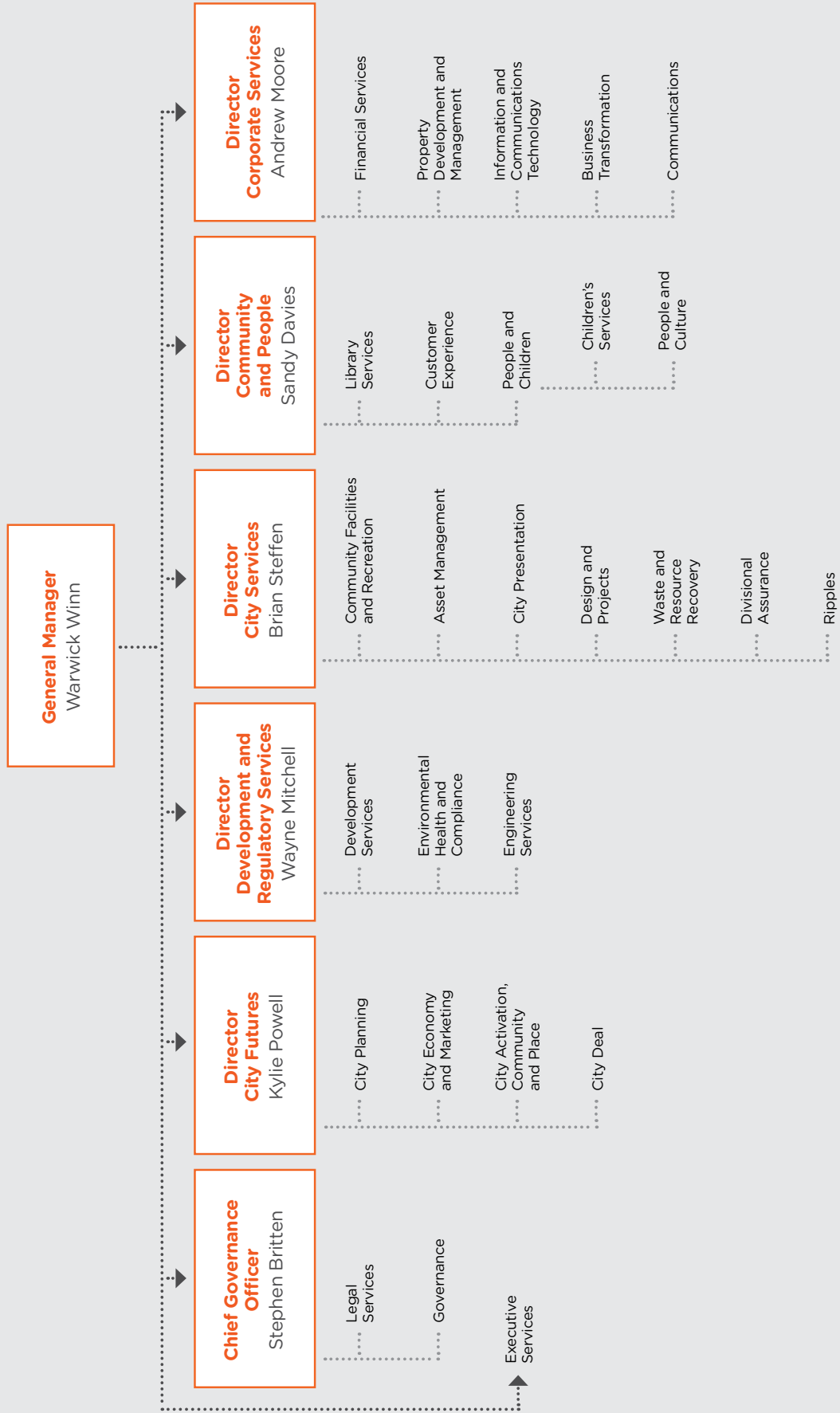
Responsibilities: The Development and Regulatory Services Directorate includes Development Services, Engineering Services and Environmental Health and Compliance. This Directorate looks after the regulation of development across the City, including approvals and compliance, along with our Rangers.

Qualifications:

- Bachelor of Applied Science (Environmental Health) (Hawkesbury Agricultural College)

OUR ORGANISATIONAL STRUCTURE (AS AT 30 JUNE 2020)

Including 2019-20 Operational plan Functions



OUR PEOPLE

Our Entities

Council also supports two trading entities – Penrith Performing and Visual Arts and Penrith Whitewater Stadium. The workforce data in this report excludes the workforce of Council’s entities. Staff from Penrith Aquatic and Leisure transitioned to Council in 2019-20 and are included in the data.

Our People and Culture

At Penrith City Council, we’re passionate about people; in our community and in our workplace.

We consider our employees to be our most valuable asset because without capable and committed employees, we couldn’t deliver the extensive range of services to our community that we do. Although we value the time they spend with us, we also understand that work is just one part of their life, so we’re there to support them in the moments that matter in all areas of their lives.

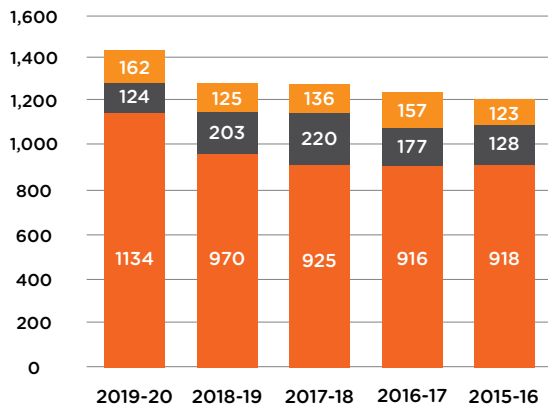
As one of Penrith’s largest employers, it is important to us that we are considered an employer of choice. By providing a supportive and positive work environment, offering rewarding opportunities and career development and supporting a healthy work/life balance, we ensure our people can be their best selves every day.

We have a total of 1,411 employees in full-time, part-time, permanent, temporary and casual positions, with nine employees holding multiple employments across Council. Council is one of the largest local government providers of Children’s Services in NSW and has over 412 employees across more than 44 services. We also have over 266 employees responsible for the construction and maintenance of the City’s assets and infrastructure such as roads, drains and parks, with the remainder of our workforce carrying out a range of professional and administrative duties. A small snapshot of our diverse workforce includes engineers, planners, labourers, mechanics, early childhood educators, enforcement officers, administrators, accountants, librarians and human resource professionals.



OUR PEOPLE

Our Employee Headcount



PERMANENT TEMPORARY CASUAL

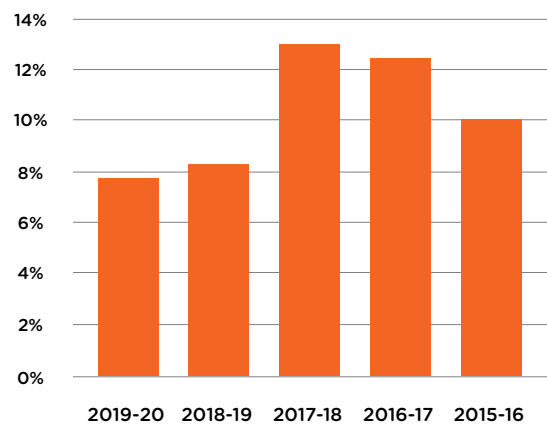
Note: Includes nine employees who are employed under multiple categories.

In 2019-20, Penrith Aquatic and Leisure (Ripples Penrith and Ripples St Marys) transitioned from being a Council-owned entity to being part of the overall organisation. This transition accounts for most of the growth in employee numbers for this year.

Our Employee Turnover

Tracking employee turnover is critical in helping Council determine our ability to retain skilled and experienced employees, as well as a good measure of employee satisfaction. In 2019-20, Council's permanent turnover was 7.58%, the lowest it has been for the past 5 years. This is most likely due to a combination of increased employee satisfaction created by updated policies, benefits and a review of the salary structure, and a greater desire for job security due to COVID-19.

Our Turnover % for Permanent Employees

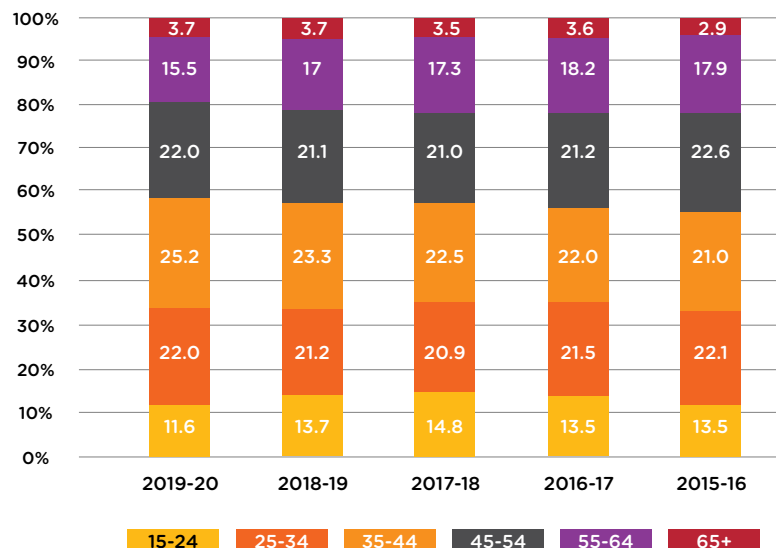


Our Age Profile

An ongoing trend in the workplace is that of an ageing workforce. In addition, the retirement age is also changing. Council has continued to maintain consistent age percentage profiles across its workforce for several years now as demonstrated in the following graph.

Council's successful traineeship program continues to attract the younger demographic, while options such as phased-in retirement encourage employees to prolong their careers with Council.

Our % Age Profile for Permanent and Temporary Staff

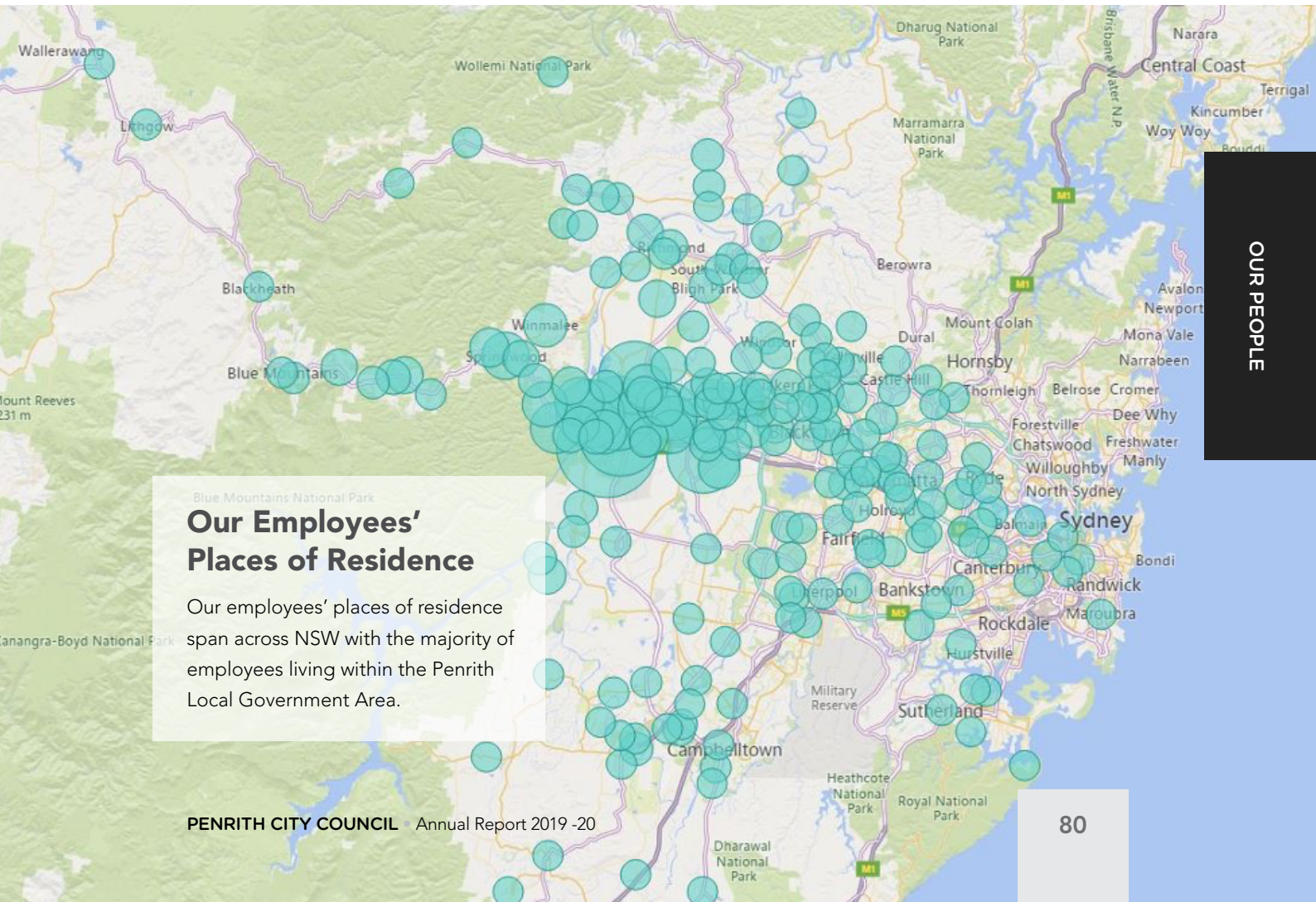
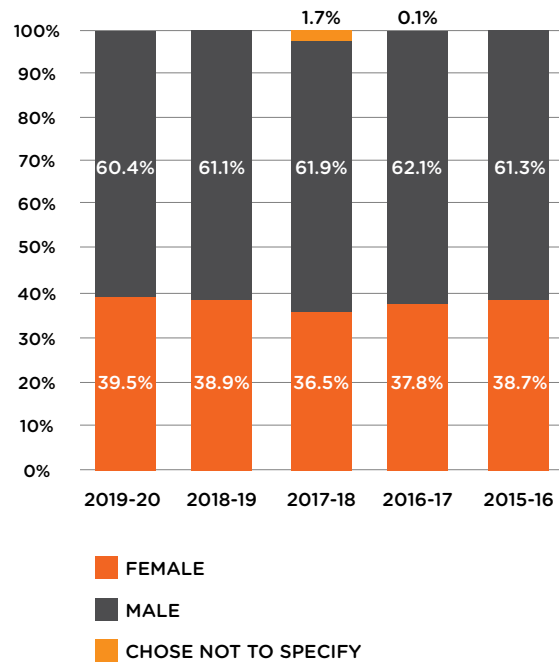


Our Gender Profile

Council's commitment to Gender Equity is supported by a Bronze Award in the 50:50 Vision and a Silver Award accreditation. Council has a Gender Equity Steering Committee and a Gender Equity Project team that delivers initiatives such as parental leave events, supporting employees to apply for salary progression, International Men and Women's Day events that include external speakers, empowering workshops and mentoring opportunities such as speed dating initiatives and promoting men's and women's health through events like Movember. These initiatives and actions are identified through a Gender Equity Action Plan that is updated every four years through a series of facilitated staff forums to identify ongoing areas for improvements. The Gender Equity teams are committed to supporting the organisation and its employees to achieve gender equality in the workplace.

Council's gender profile is approximately 60.41% male, 39.51% female in 2019-20.

Our Gender Profile for Permanent and Temporary Staff



Our Employees' Places of Residence

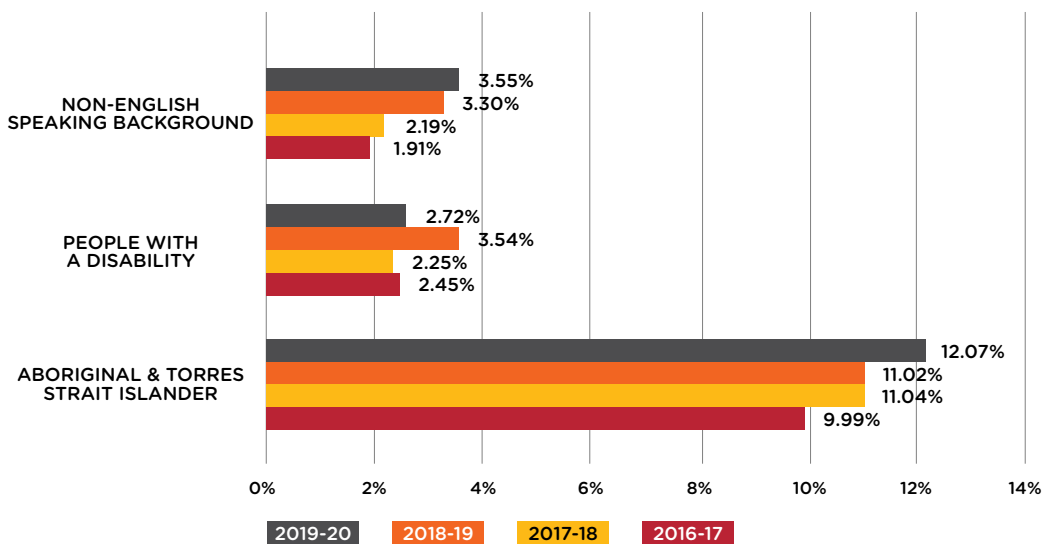
Our employees' places of residence span across NSW with the majority of employees living within the Penrith Local Government Area.

Our Diversity

Council is committed to attracting and retaining a diverse workforce by ensuring all employees are provided equal access to opportunities including training, development and progression. We actively work to provide a workplace free of discrimination, through our values, education and training programs. Council continues to offer dedicated positions for people of Aboriginal and Torres Strait Islander background and people with a disability through our annual traineeship program.

Collecting data around workplace diversity was previously optional for employees through the onboarding process, therefore the below statistics may be impacted by people choosing not to answer these questions.

Our Diversity Groups as a % of FTE



Our Recruitment and Retention

It is critical that we seek and engage highly experienced and motivated employees so we can continue to successfully deliver outcomes to our community.

This year we undertook 253 recruitment campaigns, including external and internal rounds, and received 7,231 applications in total. The average time to recruit was 60 days, an increase of approximately 20 days per recruitment round. This was heavily impacted by COVID-19 where there was a

temporary pause on recruitment, as well as the recent implementation of a robust background checking procedure which ensures that Council is hiring the most suitable employees for our teams.

Council's online onboarding system allows employees to understand a range of benefits, policies and procedures at Council before commencing their employment, and supports their learning and introduction to the business during their first months of employment.

Our Salary and Policy Review

Over the last 12 months, we have reviewed our People and Culture policies through extensive consultation. These programs and initiatives continue to engage and support our workforce. The changes to policies have introduced a range of new and exciting initiatives and opportunities for employees.

Some of these include:

- Additional parental leave
- Grandparents leave
- Health and wellbeing leave
- Community volunteer leave
- Increased financial assistance for study
- Increased flexibility to support a healthy work/life balance.

Our holistic policy review was supported by a comprehensive review of Council's salary administration structure, which resulted in a simplified structure and ensured our employees were remunerated at market rates. This change, implemented on 1 July 2019, has resulted in overall increased employee engagement, and addressed one of the main outcomes of our 2017 Employee Engagement Survey.



Our Learning and Development

At Council, it is important that we continue to support and invest in our employees to develop their skills and knowledge. We provide a range of opportunities including face-to-face learning, eLearning modules, education assistance and support to attend external training, continuing professional development and conferences.

This year, Council launched a Towards Zero: Violence, Bullying and Harassment education program. This program provides People Leaders and employees with a thorough understanding of Council's zero tolerance policy to bullying, harassment and violence (including domestic and family violence). Currently 84% of our People Leaders have attended this training. Council's Towards Zero: Violence, Bullying & Harassment education program for employees has been piloted and will be deployed virtually throughout September – December 2020.

We also adopted the Office of Local Government's Model Code of Conduct (Code). In order to educate and refresh People Leaders and employees on the requirements and standards of behaviour within the Code, we facilitated a number of instructor-led training sessions for employees and developed an eLearning module to reinforce the key aspects. Currently, 97.3% of Council employees have completed Code of Conduct training.

Council has also expanded the Learning and Development eLearning offering by developing eLearning modules in collaboration with subject matter experts. Some of the mandatory modules rolled out in 2019-20 are Information Management, Code of Conduct, Cyber Security Awareness, Disability Confidence and Asbestos Awareness.

We also commenced our in-house developed and facilitated Leadership Development Program at Ripples Aquatic and Recreation Centre, Dive In. This program has a contemporary focus on leadership skills and is delivered via online webinars, learning journals, online collaboration forums and workplace experience plans, to help participants translate workshop learnings to their workplace.



Our Educational Assistance Program

Council has recently implemented a contemporary Professional Development Policy to support employees interested in undertaking further study. This program provides financial assistance and leave options to employees undertaking further study. Over the 2019-20 financial year, Council supported employees through Masters and Undergraduate Degrees, Diplomas, Certificates, a CPA Program and a Doctorate. Our employees study across a number of vocations including Early Childhood Teaching, Business Administration, Work Health & Safety, Information Technology, Marketing, Urban Management & Planning, Town Planning, Information Studies, Civil Engineering, Recordkeeping and Applied Policy.

Our Traineeship Program

Council has run its annual Traineeship program since 2000. This program provides opportunities for people to work full time while studying in a relevant field, and is utilised by people wanting to start their careers, re-enter the workforce or change their career. This year we had 17 Business Administration and 1 ICT trainees, 2 of whom identified as having a disability and 5 of whom identified as Aboriginal or Torres Strait Islander.

The Children's Services department commenced a Diploma in Early Childhood Education and Care traineeship program in 2020. Seventeen employees are currently studying and working to gain their Diploma over a two-year period. The annual Children's Services Certificate III in Early Childhood Education and Care Traineeship Program will commence in the 2020-21 financial year.

Our Work Experience

At Council, we understand the importance of valuable work experience opportunities being available to our community. In 2019-20, Council hosted a number of work experience placements. The most popular areas for placement were in:

- Children's Services studying Early Childhood Education
- City Presentation across areas including Civil Construction, Public Spaces Maintenance, Horticulture and Bushland Management.

Council is currently reviewing our Work Experience program, with enhanced offerings to be rolled out by 2021.

Our Work Health and Safety

Providing a safe workplace is our most important duty as an employer. Council's commitment to safety has been boosted by recently adopting our My Safety Values, ensuring our staff are more aware of safety across the organisation and helping drive our safety culture.

During 2019-20, Council lodged 47 Workers Compensation claims on behalf of our employees. Of these, 29 were recorded as Lost Time Injuries, while the others required medical assistance. Council's Safety Team, along with the WHS Committee, undertake regular safety inspections and audits. In 2019-20, the following audits and inspections were undertaken (COVID-19 impacted these numbers):

- 35 audits across Children's Services
- 50 audits across City Presentation
- 44 Health and Safety Committee Inspections.

Our Wellbeing Initiatives

Each year Council undertakes health and wellbeing initiatives for employees. In 2019-20, Council provided the flu shot to 446 employees and family members. This was an increase of 134 from last year. Council employees have access to the Fitness Passport, as well as opportunities to attend yoga and pilates classes during lunch breaks. Council also provides employees with access to free and confidential counselling services through our Employee Assistance Provider. This service can be accessed by any employee or their family. Over 270 sessions were provided over the 2019-20 period.

The Children's Services department undertook a 100-day step challenge through the Better for Me, Better for You Program in 2019. Employees took a total of 237,811,373 steps, equivalent to 152,199 kilometres, with 68% of participants exceeding 10,000 steps per day. 71% of employees reported they felt they could concentrate better and felt more productive.

During the COVID-19 pandemic, we knew that our people's wellbeing was crucial to how our business units could respond to navigating this changed time. Springing into action, our People and Culture team together with the Mental Health First Aiders, began to develop and circulate resources and information guides including how to embrace working from home, leading a remote team, staying productive and practising self-care. Our Mental Health First Aid team also provide regular updates and tips through our weekly staff bulletin to encourage our people to take care of their wellbeing in this tough time.



Our White Ribbon Accreditation

Council is in the final stages of submitting evidence to become a White Ribbon Accredited workplace by December 2020. The White Ribbon Workplace Accreditation program has guided Council to create a leadership framework, promoting respectful relationships, gender equality and a culture of zero tolerance to violence.

The framework acknowledges anyone can be a victim of violence, while raising awareness on the separate issue of gendered violence, specifically men's violence against women.

Key achievements within the White Ribbon Accreditation framework include:

- development and release of a Domestic and Family Violence Support Statement
- extended domestic and family violence leave provisions
- creation of resources to respond to victims and perpetrators of violence
- assessment and review of domestic and family violence workplace risk assessment and workplace safety plans
- collaboration with external support networks to create education and training programs for People Leaders and staff
- ongoing Council support to the Nepean Domestic Violence Network.

The Towards Zero campaign is part of our journey towards White Ribbon accreditation. Towards Zero provides our employees with information and resources to better understand violence, bullying and harassment, and how to respond to the needs of people experiencing these difficult situations – whether it be themselves, a co-worker or someone in their personal life – asking them to 'Call It, Challenge It, Change It'.

APPENDICES



APPENDIX ONE OUR COUNCIL

Our Council Meetings

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

meetings are conducted. Our website outlines what is required of members of the public who wish to address a meeting. Council meetings are recorded and webcast and provided on the website after each meeting.

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

Councillor attendance at meetings: 2019-20

COUNCILLORS	ORDINARY MEETINGS		POLICY REVIEW COMMITTEE MEETINGS	
	NUMBER	ATTENDED	NUMBER	ATTENDED
Cr Jim Aitken OAM	11	7■◆◆	6	5◆
Cr Bernard Bratusa	11	10■	6	6
Cr Todd Carney	11	10■	6	5◆
Cr Brian Cartwright	11	10◆	6	6
Cr Robin Cook	11	11	6	6
Cr Marcus Cornish	11	7■■◆	6	5■
Cr Kevin Cramer OAM	11	11	6	4■■
Cr Greg Davies	11	9◆◆	6	6
Cr Mark Davies	11	9■■	6	4◆◆
Cr Aaron Duke	11	8◆◆◆	6	4◆◆
Cr Ross Fowler OAM	11	11	6	6
Cr Tricia Hitchen	11	10◆	6	4◆◆
Cr Karen McKeown OAM	11	11	6	5■
Cr Kath Presdee	11	10■	6	6
Cr John Thain	11	11	6	4◆◆

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

In 2019-20 Council held 11 Ordinary Meetings and 6 Policy Review Committee Meetings, with 11 members of the public addressing Council on various issues and items of business.

Due to the COVID-19 pandemic, legislation was introduced to permit Councils to hold public meetings by electronic means, with the requirement to live webcast to ensure public participation and transparency. Council has successfully held its meetings electronically since April 2020, permitting members of the public, Councillors and staff to continue the business of Council in a safe and efficient manner.

Further supporting public participation, Council implemented a process which allowed members of the public to make written submissions that were read out by members of staff during the live webcast of the Council meeting.

Our Councillor Fees & Expenses

COUNCILLORS' FEES		\$
Mayor Allowance		70,728.27
Deputy Mayor Allowance		17,151.71
Councillor Fees		463,252.23
EXPENSES AND FACILITIES		
Office Equipment		1,650.00
Overseas Visits		9,163.39
USAGE CHARGES		
Mobile Phone Calls and Data Usage		26,220.49
Reimbursement to Councillors for mobile phone (not Council Owned)		2,821.80
Reimbursement to Councillors for internet services (not provided by Council)		1,136.00
Conferences and Seminars		31,082.59
Training and Skill Development		2,968.22
Interstate Visits		-
Expenses for Spouse or Partner		1,015.00
Child Care Expenses		-
Other Councillor Costs		6,506.79
TOTAL		633,696.48

Our Committees & Organisations

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

NO.	COMMITTEE NAME	TYPE	STATUS
1.	Jamison Park Netball Complex Management Committee	Section 355 Committee	Functional
2.	Penrith Schools Boatshed Management Committee	Section 355 Committee	Functional
3.	Ray Morphet Pavilion Management Committee	Section 355 Committee	Functional
4.	Penrith Valley Senior Citizens' Centre Management Committee	Section 355 Committee	Functional
5.	Andromeda Neighbourhood Centre Management Committee	Section 355 Committee	Functional
6.	Nepean Community and Neighbourhood Services (under licence agreement)	Community Development Organisation	Functional
7.	Community Junction Incorporated (under licence agreement)	Community Development Organisation	Functional
8.	Arms of Australia Inn Management Committee	Section 355 Committee	Functional
9.	Penrith International Friendship Committee	Section 355 Committee	Functional
10.	Western Sydney Regional Committee for Illegal Dumping	Section 355 Committee	Functional
11.	Access Committee (Advisory)	Section 355 Committee	Functional
12.	Heritage Advisory Committee (Advisory)	Section 355 Committee	Functional

NO.	COMMITTEE NAME	TYPE	STATUS
13.	Policy Review Committee	Standing Council Committee	Functional
14.	Audit, Risk & Improvement Committee (This committee has no authority granted to it)	Advisory	Functional
15.	Penrith Valley Community Safety Partnership (This committee has no authority granted to it)	Advisory	Functional
16.	Resilience Committee (This committee has no authority granted to it)	Advisory	Functional
17.	Floodplain Risk Management Committee	Section 355 Committee	Functional
18.	Property Development Advisory Panel	Section 355 Committee	Functional

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

During 2019-20 Council also had delegates or directors elected/appointed to the Boards and/or the Committees of the following organisations:

- Australian Local Government Women's Association
- Penrith Aquatic and Leisure Limited
- The Penrith Performing and Visual Arts Limited
- The Penrith Whitewater Stadium Ltd.
- Penrith CBD Corporation Limited
- St Marys Town Centre Ltd
- Hawkesbury River County Council
- Sydney West Planning Panel
- CivicRisk Mutual
- CivicRisk West
- Western Sydney Academy of Sport Advisory Board
- National Growth Areas Alliance
- Western Sydney Regional Committee for Illegal Dumping
- Local Government NSW
- Local Government Super
- Council Ambassador to Lachlan Shire Council
- Penrith Valley Regional Sports Centre Ltd
- Penrith Valley Sports Foundation

Council also had representation on the following co-operative:

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

Our Patronage & Memberships

Council is a Patron to various community orientated organisations, with Councillors and Council officers members of various organisations, enabling them to participate in discussions and forums on issues that are important to the communities of Penrith.

External Bodies Exercising Council Functions

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

Our Partnerships, Co-operatives and Joint Ventures

Council is a member of CivicRisk West which is a joint initiative established by councils in Western Sydney to give cost effective civil liability protection insurance. Council also contributes towards a Regional Illegal Dumping (RID) Squad initiative along with several other Western Sydney councils.

Companies in which Council held a controlling interest

Companies in which Council held a controlling interest during 2019-20 were:

- Penrith Aquatic and Leisure Ltd
- Penrith Performing and Visual Arts Ltd
- Penrith Whitewater Stadium Ltd

APPENDIX TWO OUR CORPORATE GOVERNANCE

Our Code of Conduct

Council's Code of Conduct, adopted in 2020 and available on our website, sets the standard for ethics in behaviour and decision-making for Councillors, Council staff and members of Council committees. This helps to ensure that all Council representatives conduct themselves in a way that enhances public confidence in local government.

We actively promote the Code of Conduct to Councillors and staff, providing regular training so they understand and adhere to the ethical standards relevant to their role. An organisation-wide training program in the model Code of Conduct was rolled out in the first quarter of 2019-20. Ongoing training through onboarding and e-learning programs continues to be provided to staff and Councillors at other times.

Our Risk management

Council has adopted a Risk Management Policy which states our commitment to fostering a risk aware culture. The policy ensures that all Council officers are educated about the management of risks in the decision-making process and in everyday workplace situations. Council undertook a comprehensive review of its Risk Management Framework in 2019 in order to bring about improvements based on two years' worth of experience and feedback from stakeholders. Key outcomes of this review were the adoption of a new Risk Appetite Statement (which provides broad parameters around Council's appetite to engage with different types of risks and its tolerance for risks with which it is engaged) and a risk register template. Each department manager is responsible for maintaining a risk register, while the Leadership Team is responsible for the Strategic Risk Register. The changes will be put into practice during the next six-monthly risk review kicking off in July 2020 and will result in better quality Council-wide risk information being reported to the Leadership Team.

The review presented an opportune time to develop an awareness and training strategy for rolling out the revised framework and providing staff with a risk management "refresher". Between December and May 2020, a Risk Management e-learning module was developed using Council's online training platform. To date, 153 People Leaders have completed the e-learning module, with a further 34 booked to do the course and 17 in progress. In addition, a Risk Snapshot Guide was developed and provided to all staff in June 2020.

Council recognises the importance of being able to respond effectively and efficiently to crisis situations so the impact on service delivery is as low as possible. In 2018-19 we developed a Business Continuity Framework, consisting of a Crisis Management Plan, Business Continuity Plans (BCP) for the Civic Centre and Kingswood Depot, and an IT Disaster Recovery Plan. This included training provided to the Leadership Team (who operate as the Crisis Management Team, supported by the Communications Manager and Executive Officer) and other key staff, as well as a practical test through the simulation of a crisis event.

As the COVID-19 situation escalated in early March, the Crisis Management Plan was invoked. By 12 March 2020, the Leadership Team had effectively assumed responsibility for managing the organisation's response and have met approximately 85 times since mid-March. A review on the delivery of the Civic Centre's critical business functions (which forms part of the Civic Centre BCP) was carried out at the end of April 2020, one month after moving the services delivered from the Civic Centre to remote delivery. The results indicated that of the 204 critical functions, only 6 were not being carried out in some capacity.

Our Internal Audit

Council has a Strategic Internal Audit Plan (SIAP) which has been operating since 1 July 2017. It is a four-year plan (ending 30 June 2021) which was developed using a risk-based approach. The risk-based approach is recommended best practice as it determines the priorities for internal audit consistent with Council's goals, but still allows for some flexibility to respond to changes in Council's business, risks, operations, programs, systems and controls.

The SIAP was initially endorsed by Council's Audit, Risk and Improvement Committee (ARIC) prior to commencement in February 2017 and is reviewed and re-endorsed annually, taking into consideration any changes proposed by the Chief Audit Officer. As at 30 June 2020, the SIAP had reached its three quarter point, with 29 audits finalised in the three year period, and another audit nearing finalisation. During this time, 419 recommendations for improvement have been accepted; of these, 336 (80%) have been implemented. Only 7 recommendations have been cancelled. Customer feedback is sought to ensure internal audit is able to continually improve the service it provides.

An Internal Audit Annual Report for 2019-20 will be presented to the Council by the Chair of the ARIC in November 2020. The report will highlight key achievements, key performance indicators, status of audit recommendations, key insights delivered and the status of the Internal Audit Annual Plan.

Our Legal Services

As well as using external legal firms, Council's internal Legal and Governance Group, which employs a Chief Governance Officer, Legal Services Manager, Legal Counsel, Legal Officer and a Legal Secretary, provided a range of legal services in 2019-20. The Legal and Governance Group dealt with Council's property transactions, providing legal advice, litigation, conveyancing, subpoenas, and other specific issues for the organisation.

Council paid its external legal firms/consultants/court/process servers/barristers \$1,406,358 in 2019-20. This is compared to \$815,846 in 2018-19 and \$1,099,043 in 2017-18. This expenditure was for general advice, preparing for court hearings, defending appeals, barristers' costs, consultant expert costs and acting for Council in court actions.

Council has spent an estimated \$804,392 on the provision of legal services in-house during the financial year. This expenditure included an allocation for staffing costs, rent, maintaining a legal library and the provision of equipment. The Legal and Governance Department also derives income from cost orders in favour of the Council. Council recovered \$102,759 from cost orders by undertaking its own in-house legal services with respect to conveyancing and litigation.

Fines in the amount of \$20,400 have been recovered through prosecutions in the Local Court.

The net external expenditure on external legal services was \$1,303,599.



MATTERS	STATE OR PROGRESS	COSTS (\$)
MATTERS ONGOING FROM PREVIOUS YEARS IN THE LAND AND ENVIRONMENT COURT		
Universal Property Group Pty Ltd (264-270 Mt Vernon Rd, Mt Vernon)	The proceedings relate to a merit review appeal of the deemed refusal of a development application which seeks consent for the subdivision of one lot into five lots and the construction of dwelling houses. The matter was heard on 18-19 March 2019, 18-22 July 2019, and 6 September 2019. The Court dismissed the appeal on 28 January 2020.	151,209
BJ Eldridge and ME Vincent t/a Crossbones Gallery (Unit 18/ 49 York Rd, Penrith)	The proceedings relate to an appeal against the imposition of a condition of consent of the approved light industrial use of the property. The matter was heard on 2 and 3 July 2019. The Court dismissed the appeal on 16 August 2019.	27,236
JS Development Pty Ltd 42-44 Lethbridge St, Penrith	The proceedings relate to an application to modify a consent which was granted by the Land and Environment Court. The application proposed alternations to an approved residential flat building. The matter was listed for a conciliation conference on 22 August 2019. The applicant agreed to amend their application. The appeal was upheld on 30 October 2019.	19,418
St Marys Land Limited & Maryland Development Company Pty Ltd Links Rd Werrington	The proceedings relate to an appeal against Council's deemed refusal of a development application which sought consent for the construction of a bridge and connecting road to connect Links Rd, Werrington with the Central Precinct at Jordan Springs. The parties participated in a conciliation conference on 1 July 2019. The Court upheld the appeals on 5 December 2019.	54,217
Evacorp Pty Ltd 17 Stafford St, Penrith	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for the construction of 6 townhouses. The matter is listed for a conciliation conference on 16 August 2020.	18,264
Kohler Brothers Property Group Pty Ltd 71-73 Second Avenue, Kingswood	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for the construction of a boarding house. The matter was listed for Hearing on 11 and 12 May 2020. Judgement is reserved.	115,555
Dinzel Pty Limited 919 Mamre Rd, Kemps Creek	Council commenced Class 4 proceedings seeking orders to restrain alleged unauthorised development and uses on the subject land. The matter is continuing. The matter was listed for Hearing on 4, 5, 9, 11, 12, and 13 December 2019 and 17, 18 and 19 February 2020. Judgment is reserved.	540,382
Edward St, Kingswood Pty Ltd 1 Edward St, Kingswood	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for the construction of a boarding house. The applicant withdrew the appeal on 15 October 2019.	2,422
Simon Elias 41 and 43 Barber Ave, Penrith	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for the construction of a 6-storey residential flat building. The matter is listed for hearing on 22 - 24 July 2020.	41,320
GMKA Pty Ltd 31 Second Ave, Kingswood	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for the construction of a boarding house. The matter is listed for hearing on 7 and 8 July 2020.	36,126
Nickolas Borg 168 Church Lane, Cranebrook	The proceedings relate to an appeal against Council's deemed refusal of an application to modify a development consent. The application sought to delete a condition of consent requiring a structure to be within a building envelope. The appeal was upheld on 22 October 2019.	No costs incurred. Internal solicitor.
DesignCorp Architects Pty Ltd 32-36 Hope St, Penrith	The proceedings relate to an appeal against the Local Planning Panel's refusal of a development application which sought consent for the construction of a residential flat building. The matter was listed for a conciliation conference on 2 April 2020. The appeal was upheld on 21 April 2020.	28,314

MATTERS	STATE OR PROGRESS	COSTS (\$)
NEW MATTERS IN THE LAND AND ENVIRONMENT COURT		
Evacorp Pty Limited 170 Canberra St, St Marys	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for the construction of 7 townhouses. The matter is listed for hearing on 24 July 2020.	350
Settlers Estate Limited and Statewide Planning Pty Limited 22 Major Tomkins Parade Werrington	Council commenced proceedings for breach of development consent. Council filed a Class 4 Summons and Notice of Motion seeking injunctive relief which was listed for 10 June 2020. The injunction was granted restricting the revegetation of the riparian corridor. The matter is listed for hearing on 6 and 7 July 2020.	6,476
Catholic Metropolitan Cemeteries Trust 512 Mulgoa Rd Wallacia and 13-15 Park Rd, Wallacia	The proceedings relate to an appeal against the Local Planning Panel's refusal of a development application for cemetery, chapel, crematorium and associated buildings. The matter is listed for a s34 conciliation conference on 28 July 2020.	22,871
Catholic Healthcare Limited 55 Jordan Springs Boulevard, Jordan Springs	The proceedings relate to an appeal against Council's deemed refusal of a development application which sought consent for multi-level nursing home. The matter is listed for conciliation conference on 28 July 2020.	6,476
Genext Penrith Pty Limited 9 Reddan Rd, Penrith	The proceedings relate to an appeal against Council's deemed refusal of a development application which sought consent for 28 room boarding house. The matter is listed for hearing on 24 and 25 November 2020.	No costs incurred. Internal solicitor.
Alpha Engineering and Development Pty Limited 159 Jamison Rd, Penrith	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for a 21 room boarding house. The matter is listed for conciliation conference on 15 July 2020.	No costs incurred. Internal solicitor.
Hallani Constructions Pty Limited 33 Jones St, Kingswood (formerly Akko Engineering and Certification Pty Limited)	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for 6 townhouses. The matter is listed for a conciliation conference on 4 August 2020.	No costs incurred. Internal solicitor.
Mark Cohen 880 Londonderry Rd, Londonderry	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for dwelling, pool and agricultural shed.	\$3,008
Antonio Agostino 312 Third Avenue, Llandilo	The proceedings relate to an appeal against a development control order. The matter is listed for hearing on 7 and 8 October 2020.	No costs incurred. Internal solicitor.
Liquid Gold 888 Pty Limited 6 Edith St, Penrith	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for a 12 room boarding house. The matter is listed for hearing 14 and 15 October 2020.	No costs incurred. Internal solicitor.
Worldmark Investments Pty Limited 37 Great Western Highway, Kingswood	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for a 12 room boarding house. The matter is listed for conciliation conference on 19 August 2020.	No costs incurred. Internal solicitor.

MATTERS	STATE OR PROGRESS	COSTS (\$)
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NEW MATTERS IN THE LAND AND ENVIRONMENT COURT

HS Property Developments Pty Limited and Coprom Pty Limited 34 Mamre Rd and 33 Collins St, St Marys	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for a 14 x 2 storey townhouse development. The matter is listed for conciliation conference on 1 October 2020.	No costs incurred. Internal solicitor.
Statewide Planning Pty Limited 55 French St and 22 Major Tomkins Pde Werrington	The proceedings relate to an appeal against Council's deemed refusal of a development application which sought consent for a subdivision. The matter is listed for conciliation conference on 1 July 2020.	39,556
Newton Developments Pty Limited 9-11 Gibson Ave, Werrington	The proceedings relate to an appeal against Council's refusal of a multi dwelling housing development and refusal to grant a drainage easement over Council land. The matter is listed for conciliation conference on 3 July 2020.	No costs incurred. Internal solicitor.
Principal Healthcare Finance Pty Limited 5-7 Floribunda Ave, Glenmore Park	The proceedings relate to an appeal against the Sydney Western City Planning Panel's decision to refuse a development application seeking consent for a residential aged care facility. The parties participated in a conciliation conference after which the Applicant amended their application. The Court upheld the appeal on 29 May 2020.	No costs incurred. Internal solicitor.
Luping Zeng 49 Dorothy Cres, Colyton	The proceedings related to an appeal against an order issued to the Applicant. The proceedings were dismissed by the Court on 17 December 2019.	No costs incurred. Internal solicitor.
Angelo Militano 52-58 Church Lane, Cranebrook	The appeal related to the deemed refusal of a development application seeking consent for a dual occupancy. The proceedings were discontinued on 27 March 2020.	No costs incurred. Internal solicitor.

MATTERS	STATE OR PROGRESS	COSTS (\$)
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MATTERS IN THE SUPREME COURT

NA	NA	NA
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MATTERS	STATE OR PROGRESS	COSTS (\$)
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MATTERS IN THE FEDERAL COURT

NA	NA	NA
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MATTERS	STATE OR PROGRESS	COSTS (\$)
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MATTERS IN THE LOCAL COURT

Lui's Gourmet Kitchen (Australia) Pty Ltd t/as Noodle Paradise	The defendant was convicted and fined on 28 November 2019 for offences against the <i>Food Act 2003</i> . The fine imposed was \$400.	No costs incurred.
Nationwide Logistics Pty Limited	The matter was withdrawn on 14 May 2020.	No costs incurred.
Antonio Agostino	The defendant was convicted and fined on 4 March 2020 for offences against the <i>Environmental Planning and Assessment Act 1979</i> . The fine imposed was \$20,000.	No costs incurred.

MATTERS	STATE OR PROGRESS	COSTS (\$)
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MATTERS IN THE LOCAL COURT

MC Exports Australia Pty Limited 931 – 947 Mamre Rd Kemps Creek	Council commenced proceedings for unauthorised land use. The matter was listed before the Local Court at Mt Druitt on 13 February 2020. The defendant did not appear, and the Court dealt with the matters in their absence. The defendant was found guilty and fined \$220,000 and ordered to pay costs of \$1,991. The defendant lodged an annulment application. The annulment was granted and the matter is listed in October 2020.	6,775
Ken Su 931 – 947 Mamre Rd Kemps Creek	Council commenced proceedings for unauthorised land use. The matter was listed before the Local Court at Mt Druitt on 13 February 2020. The defendant did not appear, and the Court dealt with the matters in their absence. The defendant was found guilty and fined \$110,000 and ordered to pay costs of \$1,297. The defendant lodged an annulment application. The fine was annulled, and a guilty plea entered. The matter is listed for sentencing on 23 July 2020.	6,775
Sirine Chahoud 1107-1115 Mamre Rd Kemps Creek	Council commenced proceedings for unauthorised use of land and construction of a building. The matter was listed for sentencing on 18 June 2020. The defendant was convicted and fined \$70,000 plus costs of \$5,097. The defendant has appealed the severity of the fine and the matter is listed on 4 September 2020.	No costs incurred. Internal solicitor.
Bulk Resources Management Pty Limited 1725 Elizabeth Dr, Badgeny's Creek	Council commenced proceedings for a failure to answer a Statutory Order.	No costs incurred. Internal solicitor.
Nathan Barry	Council commenced proceedings for a breach of the <i>Protection of the Environment Operations Act 1997</i> causing a water pollution incident.	No costs incurred. Internal solicitor.
Royson Valore	The defendant appealed a penalty notice that was issued for an offence against the <i>Companion Animals Act 1998</i> . The matter is listed for plea/mention on 25 November 2020.	No costs incurred. Internal solicitor.
Paegan Fernance	The defendant appealed a penalty notice that was issued for an offence against the <i>Companion Animals Act 1998</i> . The matter is listed for plea/mention on 28 October 2020.	No costs incurred. Internal solicitor.
Various parking matters	There were 59 parking matters prosecuted during the period.	No costs incurred. Internal solicitor.

MATTERS	STATE OR PROGRESS	COSTS
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MATTERS IN THE CORONERS COURT

NA	NA	NA
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MATTERS	STATE OR PROGRESS	COSTS (\$)
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MATTERS IN THE NSW CIVIL AND ADMINISTRATIVE TRIBUNAL

Sam Refalo	The matter relates to an administrative review of a decision of Council made under the <i>Government Information (Public Access) Act 2009</i> . The matter was listed for a case conference on 12 March 2019. The parties did not reach agreement and the parties were invited to provide submissions to the Tribunal. The Tribunal affirmed Council's decision on 17 December 2019.	3,324
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Details of internal legal expenses can be viewed in our supplementary statutory information. Costs quoted are the costs incurred on those matters within 2019-20 only.

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

EXPENSES/RECOVERED MONIES	VALUE (\$)
External Legal Expenses	1,406,358
Internal Legal Expenses	804,392
Costs Orders	102,759
Recovered Fines	20,400

OUR ADVOCACY & ECONOMIC INITIATIVES

Our Economic Development Initiatives

Council's efforts to help create more jobs in Penrith by finding ways to attract business investment were ramped up during 2019-20 due to our ability to leverage the opportunities created by Western Sydney Airport. The new airport is located less than 20 minutes from Penrith.

Council works alongside the NSW Government's Western Sydney Investment Attraction Office and Western City Aerotropolis Authority to promote business investment opportunities within the Penrith area. Some highlights for 2019-20 include the establishment of an Amazon Distribution Centre at Kemps Creek, generating more than 2,000 jobs, and the fast tracking of the Mamre Road precinct, which is expected to create 17,000 jobs once it is fully developed.

During 2019-20 Council worked closely with State agencies to host and promote a series of workshops about trade and investment, particularly export opportunities for local businesses to help position the local economy for future global markets.

In November 2019, Mayor Ross Fowler OAM hosted a Skills Summit aimed at understanding how Council, with the support of our business community and other partners, can better prepare young people with the skills they need to build their careers. The facilitated discussion resulted in a report and suite of actions that will help align training and education pathways with jobs of the future. The Summit, which attracted high profile stakeholders and representative from leading institutions including Northropp Grumman, University of Sydney, Western

Sydney University, TAFE and Celestino, also initiated a network of conversations that are continuing between these organisations.

From March 2020, there was a drop observed in local employment figures for the first time in over a decade, due to COVID-19. However, the drop was slightly lower than experienced in Greater Sydney

In May 2020, two COVID Recovery Taskforces were established, one focusing on economic recovery and the other on social wellbeing. The Taskforces are chaired by our Mayor and Deputy Mayor respectively and met jointly for the first time in June. The Taskforces will continue to meet monthly to develop and implement 30 day and 100 Day Recovery Plans.

While the COVID-19 pandemic has had an immediate impact on investment and jobs growth, it has not impacted the planning of the Aerotropolis and employment precincts. Existing critical infrastructure projects will continue to provide a strong boost for the City with several large-scale projects in Penrith fast tracked.

Our Leading Transformational Projects

Penrith's City Park has been a long-term aspiration for Council as a key initiative to attract more investment to the Penrith City Centre and the broader region. In 2019-20 it reached a significant milestone with development of a concept design, informed by a community engagement campaign in late 2019 which included virtual, media, video, social media and face to face engagement with city centre property owners and businesses.

The City Park design provides something unique for Penrith and will be a drawcard for visitors and investors. City Park will have its own unique character, will increase Penrith's green grid and help to link the City Centre to the Nepean River. Construction of City Park is expected to commence in late 2021.

Detailed designs for the Regatta Park embellishment project were finalised by Council during 2019. The park will be delivered through \$15m in funding from the Australian and NSW Governments under the Western Sydney City Deal Liveability Fund as well as \$9m from Council. The \$24m upgrade will deliver event and festival areas, picnic spaces, river terraces and a district playground and support a future dining precinct.

Our Advocacy

The aspirations set out in Council's Advocacy Strategy continue to guide our activities, focusing on the flagship priorities areas: A Connected City, Our River and Creating the New West.

Council continued to advocate for the development and delivery of the North South Rail Link (now Sydney Metro Western Sydney Airport) in time for the opening of the Airport in 2026. In June 2020, a further \$3.5bn in State and Federal funding was announced to accelerate Stage 1 of the project, from the Aerotropolis to the T1 Western Line at St Marys. This takes the total commitment to the project to \$11bn. The announcement also confirmed new stations that will support a future mixed-use precinct at Orchard Hills and a science and innovation precinct at Luddenham. The integration of Metro and the T1 passenger rail at St Marys will also generate significant opportunities for this strategic centre.

Council continued to work with the NSW Government under the Parks for People program (announced February 2019), which will see \$10m invested at Tench Reserve. This follows funding and delivery of the \$6.7m Tench Reserve boat ramp which was officially opened in October by Penrith Mayor Cr Ross Fowler OAM and Government representatives including Senator for Western Sydney, Marise Payne, Federal Member for Lindsay Melissa McIntosh and State Member for Penrith, Stuart Ayres.

Council continued to progress formal liaison with State and Federal government agencies to secure funding commitments for projects announced during the March 2019 State election and the May 2019 Federal election. This includes securing initial funding of \$4.2m for planning and designs to upgrade Dunheved Road, millions of dollars in sports infrastructure and community safety funding and investment in community centres. Officers are also liaising with the Federal Department of Infrastructure and Transport for NSW to create additional commuter carparking supported by more than \$100m in State and Federal funding for Emu Plains, St Marys and Kingswood that will deliver over 1,500 new commuter parking spaces in the City.

Council continues to advocate for the planning and delivery of the Castlereagh Connection, which has been earmarked since 1951 and completed research and a discussion paper highlighting the strategic merits of the corridor.

A number of submissions to government were also prepared including Parliamentary Inquiries into Arts funding, Warragamba Dam wall raising (specifically around adequacy of the flood evacuation network and need for government to progress investigations into the Castlereagh Connection) and a pre-budget submission to the Federal Government.

Our Tourism Initiatives

Council's Visit Penrith website continues to be the number one source for people wanting information about attractions and accommodation in the City.

COVID-19 has impacted the tourism industry as a whole and Penrith is no exception. Our destination marketing strategy has been modified to ensure we identified and delivered COVIDSafe activity recommendations to people visiting Penrith, as well as monitoring restrictions and providing updated advice as required.

Despite shut downs, the Visit Penrith website saw a 10% increase in hits compared with last year during the first half of 2020, demonstrating the value in providing up-to-date information for visitors and locals alike about local attractions and venues.

Our City Marketing Initiatives

City Marketing has delivered major projects to several of Council's departments through the provision of strategic marketing advice and project management.

Work with Children's Services included the delivery of a new customer-facing, market competitive website, integrated enrolment campaigns successfully increasing enrolments across Long Day Care, Pre School, Out of School Hours Care and Vacation Care, as well as the development of a 12-month rolling marketing program. At a strategic level, the facilitation and creation of new Vision and Mission Statements has set the direction for future projects.

Ripples Leisure Centres will shortly roll out updated branding after the creation of a Style Guide by the City Marketing team.

Corporate Communications successfully led a marketing and promotional campaign for Council's flagship event, REAL Festival in November. REAL attracted 27,500 people across two days including an increasing number of visitors from outside the region and first-time visitors. The marketing campaign was a comprehensive eight-week campaign that focused on local and visitor audiences to build the profile of the event.

Our Partnerships

Penrith Mayor Cr Ross Fowler OAM led a delegation of Penrith business and civic leaders to Tokyo, Hakusan and Fujieda Japan in October 2019. More information is provided under 'our overseas visits' below.

In October-November, Penrith hosted a delegation from Gangseo-gu District of Korea including its Mayor and Senior Executive. The visit marked 25 years since the signing of a Mutual Cooperation agreement between Penrith and Gangseo, which is business-oriented and based on the pursuit of mutual economic benefit, municipal administrative and operations development, and greater understanding through reciprocal contact.

The delegation visited key economic precincts of Penrith to gain an understanding of the magnitude of investment opportunities including the Aerotropolis and Northern Gateway, and experienced some of Penrith's tourism offerings.

Our Overseas Visits

There were two overseas visits during the year. The first visit was undertaken by the Mayor, Cr Ross Fowler OAM to the United Kingdom between 12 and 20 September 2019. This was to conduct presentations to London Insurance Underwriters and Insurance Brokers on behalf of the Member Councils of CivicRisk Mutual. The Councillor represented in his capacity as Chairman of CivicRisk Mutual. The cost of the visit was funded by CivicRisk Mutual.

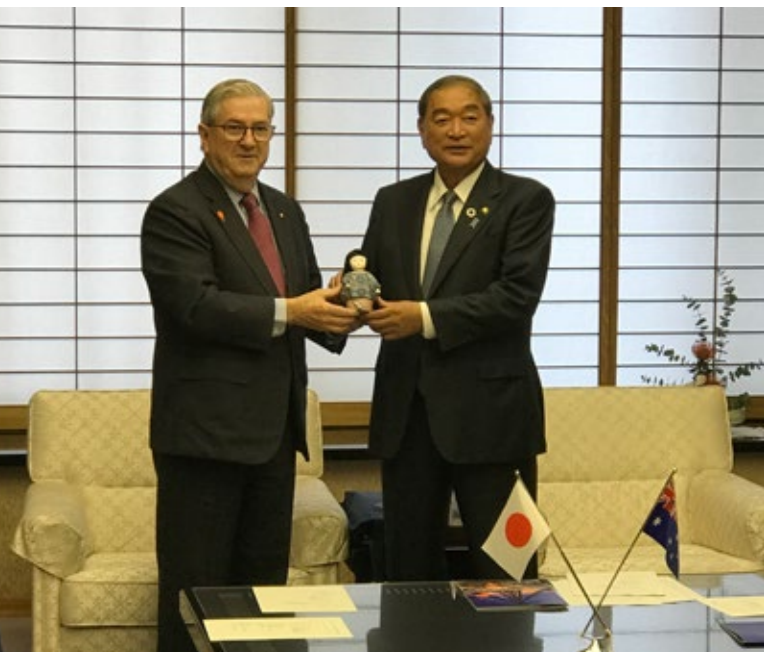
The second overseas visit was between 1 and 8 October 2019, when Council sent a delegation to visit Japan. The delegation visited Tokyo, Fujieda and Hakusan where it has long standing international partnerships.

The delegation included Mayor Cr Ross Fowler OAM, General Manager Warwick Winn, Council's Economic Initiatives Manager and Marketing Officer. The delegation also included representatives from the Celestino Group who, at their own expense, participated in the Tokyo portion of the trip from 1-2 October.

The purpose of the visit to Japan was to promote Penrith to potential international investors. In 2018, we launched the extension of our "New West" investment program. This program showcased the future investment opportunities in Penrith given its close proximity to the new Western Sydney Airport, Aerotropolis and Northern Gateway precincts.

The delegation also visited Fujieda and Hakusan to commemorate the 35th anniversary of the signing of the Sister City Agreement with Fujieda and the 30th anniversary of the signing of the Friendship Agreement with Hakusan. Members from the Penrith International Friendship Committee joined this section of the visit at their own expense.

The total cost of this delegation to Council was \$52,405.50. This amount covered Council staff and Councillor costs only.



OUR REMUNERATION OF SENIOR STAFF

MATTERS	GENERAL MANAGER CLAUSE 217 (1) (B)
(i) Total value of the salary component of the package	432,595.07*
(ii) Total amount of any bonus payments, performance payments or other payments made to them that do not form part of the salary components of their packages	0
(iii) Total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor	32,203.28
(iv) Total value of any non-cash benefits for which any of them may elect under the package	359.76
(v) Total amount payable by the council by way of fringe benefits tax for any such non-cash benefits	351.74

* Salary based on 53 pay weeks in 2019-20

Note: The General Manager is the only employee on a Senior Staff Contract

Access to Our Information - GIPA

Information to be reported in accordance with the Government Information (Public Access) Act 2009 (GIPA) appears below.

Clause 7A: Details of the review carried out by the agency under section 7(3) of the GIPA Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.

REVIEWS CARRIED OUT BY THE AGENCY	INFORMATION MADE PUBLICLY AVAILABLE BY THE AGENCY
Yes	Yes

During the reporting period, we reviewed this program by updating Council's policy register to include any new or revised policy documents for 2019-2020, and by making those documents freely available on Council's website. Council's Information Guide includes information held by Council under the following categories:

- Information about Council
- Plans and Policies
- Information about Development Applications
- Approvals
- Orders and Other Documents
- Other Information that may be contained in a Record Held by Council.

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

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

Clause 7B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications).

TOTAL NUMBER OF APPLICATIONS RECEIVED
22

Clause 7C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the GIPA Act (information for which there is conclusive presumption of overriding public interest against disclosure)

	WHOLLY	PARTLY	TOTAL
NUMBER OF APPLIATIONS REFUSED	0	0	0
% TOTAL	-	-	-

Schedule 2 Statistical information about access applications to be included in annual report.

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

TABLE A: NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME*										
	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information Not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny Whether Information is Held	Application Withdrawn	Total	% of Total
Media	-	-	-	-	-	-	-	-	-	-
Members of Parliament	-	-	-	-	-	-	-	-	-	-
Private Sector Business	-	-	-	-	-	-	-	-	-	-
Not for Profit Organisations or Community Groups	-	-	-	-	-	-	-	-	-	-
Members of the Public (by Legal Representative)	7	-	-	-	1	-	-	-	8	57%
Members of the Public (Other)	6	-	-	-	-	-	-	-	6	43%
Total	13	-	-	-	1	-	-	-	14	
% of Total	93%	-	-	-	7%	-	-	-		

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

TABLE B: NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME*										
	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information Not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny Whether Information is Held	Application Withdrawn	Total	% of Total
Personal Information applications*	13	-	-	-	1	-	-	-	14	100%
Access Applications (other than Personal Information applications)	-	-	-	-	-	-	-	-	-	-
Access Applications that are partly personal information applications and partly other	-	-	-	-	-	-	-	-	-	-
Total	13	-	-	-	1	-	-	-	14	
% of Total	93%	-	-	-	7%	-	-	-		

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

TABLE C: INVALID APPLICATIONS

REASON FOR INVALIDITY	NO. OF APPLICATIONS	% OF TOTAL
Application does not comply with formal requirements (section 41 of the Act)	2	100%
Application is for excluded information of the agency (section 43 of the Act)	-	-
Application contravenes restraint order (section 110 of the Act)	-	-
Total number of invalid applications received	2	100%
Invalid applications that subsequently became valid applications	2	100%

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

	NO. OF TIMES CONSIDERATION USED*	% OF TOTAL
Overriding secrecy laws	-	-
Cabinet information	-	-
Executive Council information	-	-
Contempt	-	-
Legal professional privilege	-	-
Excluded information	-	-
Documents affecting law enforcement and public safety	-	-
Transport safety	-	-
Adoption	-	-
Care and protection of children	-	-
Ministerial code of conduct	-	-
Aboriginal and environmental heritage	-	-
Total	-	-

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

TABLE E: OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE: MATTERS LISTED IN TABLE TO SECTION 14 OF THE GIPA ACT

	NO. OF TIMES CONSIDERATION USED*	% OF TOTAL
Responsible and effective Government	-	-
Law enforcement and security	-	-
Individual rights, judicial processes and natural justice	-	-
Business interests of agencies and other persons	-	-
Environment, culture, economy and general matters	-	-
Secrecy provisions	-	-
Exempt documents under interstate Freedom of Information legislation	-	-
Total	-	-

TABLE F: TIMELINES

	NO. OF APPLICATIONS*	% OF TOTAL
Decided within the statutory timeframe (20 days plus extensions)	14	100%
Decided after 35 days (by agreement with applicant)	-	-
Not decided within time (deemed refusal)	-	-
Total	14	

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

	DECISION VARIED	DECISION UPHELD	TOTAL	% OF TOTAL
Internal review	-	1	1	100%
Review by Information Commissioner*	-	-	-	-
Internal review following recommendation under section 93 of the GIPA Act	-	-	-	-
Review of NCAT	-	-	-	-
Total	-	1	1	
% of Total	-	100%		

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

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

	NO. OF APPLICATIONS FOR REVIEW	% OF TOTAL
Applicants by access applicants	-	-
Applications by persons to whom information the subject of access application relates (see section 54 of the GIPA Act)	1	100%
Total	1	

TABLE I: APPLICATIONS TRANSFERRED TO OTHER AGENCIES

	NO. OF APPLICATIONS TRANSFERRED	% OF TOTAL
Agency-initiated Transfers	-	-
Applicant-initiated Transfers	-	-
Total	-	

Our Public Interest Disclosures

Council has an adopted public interest disclosure policy and supporting information available for all staff on the internal staff portal. Staff are also made aware of the policy through posters around Council buildings.

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



APPENDIX THREE STRENGTHENING OUR COMMUNITY

OUR CALENDAR OF EVENTS

Major events continue to play an important role in our City's lifestyle, wellbeing and economy and this will be more important as we begin to recover from the COVID-19 pandemic that has had such a significant and profound effect on the local events industry. Council coordinated and supported a diverse range of successful local events and activities prior to the COVID-19 pandemic with our community and government partners.

Highlights this year included REAL Festival, nine citizenship ceremonies that saw approximately 600 people become new Australian citizens, a revamped water-based Australia Day celebration at Cables Wake Park, Cinema in the Park and NAIDOC Week.

Events that Council hosted or supported included:

July 2019

- » Nepean Historical Open Day
- » Little Athletics NSW AGM & Conference
- » Fujieda - Japanese Student Exchange

August 2019

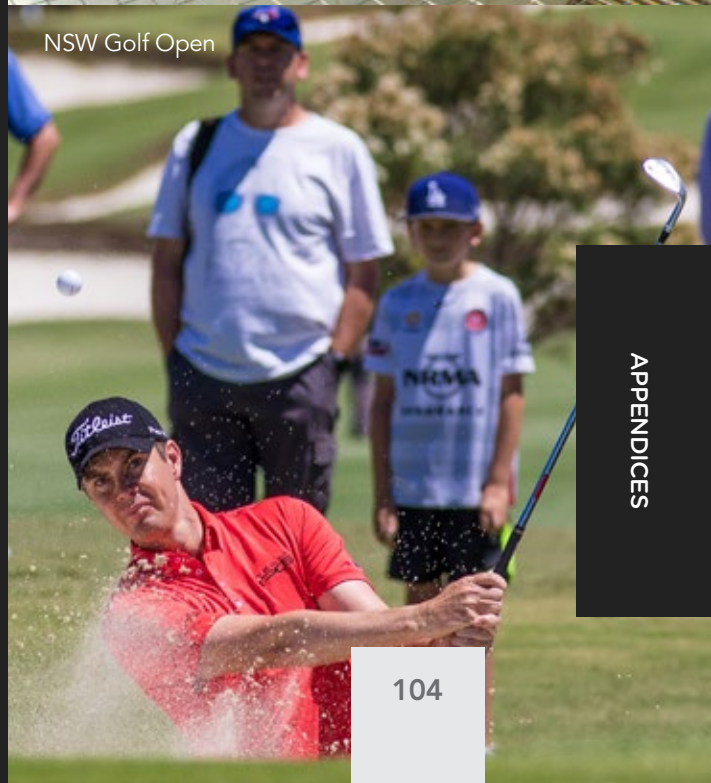
- » NSW State Band Championships
- » IBSA Goalball World Cup
- » Australian Indoor Skydiving Championships
- » Penrith Show

September 2019

- » No Events



Australian Indoor Skydiving Championships



NSW Golf Open

October 2019

- » Nepean Triathlon
- » Korean Flag Raising Ceremony

November 2019

- » REAL Festival
- » Quidditch
- » Man Made
- » Girls Rising
- » NSW Golf Open
- » Skills Summit
- » Cinema in the Park
- » Walk Against Domestic Violence

December 2019

- » Carols at the Paceway
- » Carols on the Course
- » International Day of People with Disability

January 2020

- » Australia Day Celebrations
- Cables Wake Park

February 2020

- » Panthers Fish Fest
- » Luddenham Show

March 2020

- » Sydney International Rowing Regatta
- » Mayoral Charity Golf Day
- » International Womens Day

April – June 2020

- » No events held due to
COVID-19 pandemic



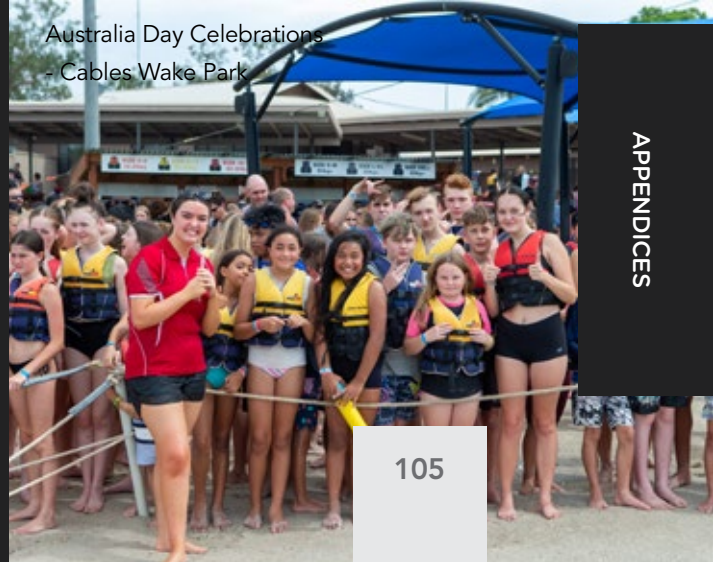
Walk Against
Domestic Violence



International Day of People with Disability



Australia Day Celebrations
- Cables Wake Park



Australia Day Celebrations
- Cables Wake Park

CASE STUDY

REAL FESTIVAL

In just a short few years, the REAL Festival has become Penrith's signature arts and cultural event, celebrating our unique lifestyle and connection to the spectacular Nepean River where the event is held in November each year. Now four years old, REAL Festival has already evolved into a significant regional event.

Four key pillars - River, Environment, Arts and Lifestyle (which form the acronym for the event name) - represent the foundation of the event program along with entertainment and activities that entice and activate people of all ages to do something different. The 2019 REAL Festival was widely acclaimed as the best yet, attracting 27,500 visitors to the river over two days with an expanded program that included more markets and delicious food trucks, a world class program of entertainment and installations, plus experiences and hands-on activities that are always a crowd favourite.

The highlight of the festival was the awe-inspiring headline act "All That We Are", a world premiere aerial spectacular performed above the Nepean River featuring 30 performers, many of whom were local community members. They were suspended 10 metres above the ground in an elaborate, breathtaking and thought-provoking show that was a celebration of unity and the spirit of our Penrith community.



Celebrating Our Aboriginal Culture

In July 2019, Council once again hosted a NAIDOC Civic Reception. The Reception was opened with a speech from Penrith Mayor, Councillor Ross Fowler OAM, who spoke to the National Theme for NAIDOC 2019 "Voice. Treaty. Truth - Lets work together for a shared future". The event was well attended by representatives from local Aboriginal organisations, services and community members.

The 2019 NAIDOC Week Family Gathering at Jamison Park held on 12 July saw approximately 5,500 people celebrate culture and the contribution that Aboriginal and Torres Strait Islander people make to the Penrith community. Council facilitated and supported the coordination of this event through a committee that brought together Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander representatives from several organisations as well as local Aboriginal community members. The event featured live music, sports, information about services for the community, health checks, children's face painting, a petting zoo, mobile play van, and the seniors tent where people could sit to enjoy a cuppa and a chat. Events such as this provide an important opportunity to promote greater understanding of Aboriginal and Torres Strait Islander cultures within Penrith City and surrounding

regions. Our National Apology Day attended by approximately 60 Aboriginal and non-Aboriginal people was held on 13 February 2020 at Penrith City Library. National Apology Day commemorates the anniversary of the speech made in Federal Government by former Prime Minister Kevin Rudd, on the 13 February 2008 apologising to Aboriginal and Torres Strait Islander peoples of the Stolen Generation.

Guest Speaker at the event, Ms Libby Brown from Aboriginal Counselling Services spoke about how they are working to promote Aboriginal healing and how Council could play its part in this healing process to develop sustainable solutions for Aboriginal community members in our Local Government Area.

The Aboriginal Hat Project, developed in partnership with Penrith Regional Gallery and Penrith City Council, continued in 2019-2020. The Hat Project explored the particular period of time in Australia's history when Aboriginal and Torres Strait Islander dress changed with the influence from non-Aboriginal culture and Christianity. Local Aboriginal women made and exhibited their hats, sharing their history and holding decorating workshops. Plans are now underway to exhibit the hats at Penrith City Library and take them on a tour of Lachlan Shire, Council's Sister City, where they will be displayed at the Wiradjuri Centre Aboriginal Arts Centre.



Our Cultural Development

In 2019-20, Council's Magnetic Places program funded a total of six creative placemaking projects for delivery in St Marys, Londonderry, Llandilo, North St Marys, Colyton and Kingswood.

Fusion Western Sydney's Faces of St Marys project reached a wide audience and engaged residents, local businesses and commuters in street photography. The project celebrated the diversity of the local area with artist Nep Janiola leading a series of street photography workshops. The images captured were then "re-imagined" by creative producer, David Ryan, and shared via a virtual celebration hosted on Facebook Live.

Londonderry Magnetic Places saw artist Christine Huynh lead a series of creative sessions to teach mosaic skills to residents and local Rural Fire Service volunteers. The results saw new artworks installed in key locations around the town centre of Londonderry. Her work with a local Aboriginal family helped transform parts of Londonderry Park with vibrant artworks.

Queen Street Riches and Textures 2020 revisited the 1978 Q Theatre production called 'St Marys Kid', a Rock Opera that was a collaboration between professional theatre practitioners and young people living in St Marys. Forty-one years later the project is reconnecting with this moment in history. These kids are now all grown and new dialogue will bring these generations together through a program of arts and cultural activities. This program will include a Young Artist Project with an emerging producer, new musical development and the engagement of community choirs who will compose completely new music. This is a two-year project transitioning to an online format which has meant looking at new methods of communication and delivery.

The Music Pathway Program, a collaboration between the Penrith Performing & Visual Arts Limited, Western Sydney University and Council, was successfully completed. The program delivered a series of events for music students, particularly those wanting to take up tertiary studies or a professional career in music and increase their awareness of local resources and facilities. The program was open to Penrith and Blue Mountains high schools and the Penrith Conservatorium senior music students and



included three key events. A music improvisation workshop was attended by 35 people and led by world class musicians. An Industry forum demystified the music industry, identified career paths and how to pursue a career in this area was attended by 65 people. The final event included a performance and recording event at the Western Sydney University Playhouse theatre and recording studio. Eight professional musicians were engaged to perform the participant's compositions with 21 senior music students participating in the session. Feedback indicated this program had significantly increased their knowledge of the performing arts field.

Celebrating Our Cultural Diversity

Council actively engages with the City's culturally and linguistically diverse communities, building social connections and inclusion between all our communities. Council supports the Penrith Multicultural Interagency, a group of representatives from a range of organisations working with people from diverse cultural backgrounds, who meet regularly throughout the year. Council also facilitates its Multicultural Working Party, made up of Councillor and community representatives.

In celebration of Harmony Day 2019, Council worked in partnership with SydWest to showcase their latest photography exhibition 'Capturing the Moment: Images of Making Australia Home' at

Penrith City Library. The images represented the resettlement experiences shared by refugees and migrants and the impact that English conversation classes have had in achieving a positive settlement experiences. The exhibition was on display from the 16 - 30 March and showcased the rich cultural diversity that exists within the Penrith Local Government Area

Council worked in partnership with Community Junction to deliver an interactive activity that saw community members share what 'Harmony' means to them. Participants wrote positive messages about the concept of 'Harmony' on a whiteboard and it was captured through a printed photo that participants could keep. The activity involved community members from a range of backgrounds and highlighted the importance of social cohesion, sense of belonging and the acceptance of others in building a harmonious community.



Council sponsored the 2020 Nepean TAFE Harmony Day Poster Competition that saw students studying Fine Arts and Photography develop a series of posters focusing on the 2020 Harmony Day message "Everyone Belongs". The competition proved to be an effective strategy in promoting harmony and diversity within the college and the community.

In 2020, Refugee Week celebrated the year of Welcome. This year to ensure social distancing, Council offered a number of virtual ways to embrace the Refugee Week message through an online program, including two online Refugee Week story time sessions on 17 and 20 June 2020 through Penrith City Library's Facebook page. The sessions, aimed at families with young children, were co-hosted with a local resident who is a former child refugee from Cambodia. The sessions showcased two refugee themed children's stories, 'My Two Blankets' and 'Zeba Came on a Boat', which highlighted hope, courage and resilience.

Leading up to Refugee Week, Council in partnership with SydWest Multicultural Services ran a 4-week Food Redi program via Zoom with a local refugee community. During Refugee Week the group came together for a cultural exchange cooking class to learn to cook a traditional Iraqi recipe. The lesson was hosted by one of the participants and cooked together by the group via Zoom and shared on Council's Facebook page.

Throughout Refugee Week, a range of posts were shared on Council's Facebook page to encourage the community to try recipes, watch movies, listen to podcasts and music and visit sites that celebrate and educate about refugee journeys.

Council also worked with three refugee community members from Cambodia, Bhutan and Uganda/ Sudan to tell stories of their settlement journey in the Penrith area. These stories will be made into three short films by a local filmmaker, providing a snapshot of long-term, medium-term and recent refugee settlement in Penrith. The videos recognise that our neighbourhoods, businesses, schools and community are strengthened by the positive contribution's refugees make in the Penrith area. They will be posted to Council's YouTube channel once finalised to continue to build understanding of refugee settlement in Penrith.



Our Seniors

The 2019 Grandparents Day event organised jointly by Council and community organisations was held on Sunday 27 October and attended by 450 people. The event included a range of activities aimed at promoting better connections between older people and children including billy cart racing, a community gardening workshop, community music sessions, a story tent, rock paintings and Aboriginal art and hat making activities. The billy carts were built by Nepean Men’s Shed volunteers and decorated by children from Council’s childcare centres in a true collaborative effort.

Participants expressed appreciation for how the activities promoted inter-generational connections, entertaining experiences for children and created a family-friendly atmosphere. They valued the historical knowledge their children gained at the story tent through stories shared by older people and representatives from local historical societies.

The Reimagine Ageing Festival 2020 was organised with local community organisations and involved 23 planned activities and workshops across the City from 13 February to 26 March. The program aimed to promote healthy and active ageing among senior residents; raise awareness of services that support them to stay independent and safe at home; and build social connections through local community participation.

From 13 February to 14 March, 256 people took part in 17 of the 23 planned activities. The festival program covered exercise and falls prevention, healthy eating and cooking classes, workshops improving skills for safe online banking and sessions on navigating aged care services. One of the most significant events of the festival was the 1st-year celebration of Thornton Community Garden by the Thornton community group. Due to the impact of COVID-19, the remaining 6 activities of the festival scheduled between 17 and 26 March had to be postponed.

Our People With Disability

This year, Council continued to support local disability and aged care providers to receive information, support, training, and networking opportunities through the Penrith Community Care Forum. During the COVID-19 social isolation period, the forum continued to meet online providing an invaluable way for services to remain up to date with changes to services and new opportunities for support in response to the COVID-19 pandemic. Using a secure government-run platform, a specific group for Penrith service providers was established to allow online conversations, information sharing, and collaboration between services. This platform enables services to interact easily with each other and develop independence in information sharing and working with other organisations across the Penrith Local Government Area.

For information about Penrith City’s Disability Inclusion Action Plan and specific disability inclusion actions, refer to Appendix 9.



Our Young People

Council is committed to engaging with young people in decisions and projects that impact their lives and their future. This year Council conducted a Youth Needs Survey which engaged with a diverse range of young people, representing different ages, subcultures, interests, and priorities. This engagement was undertaken via an online survey on Council's 'Your Say Penrith' website and was distributed widely using innovative online activities and other platforms including social media, community and youth networks, local radio and podcasts. The survey was completed by 280 young people from Penrith and Lachlan Shire, Council's Sister City. Themes identified were collated into four streams - connections, wellbeing, access and pathways. The Youth Action Plan 2020-25 is now being developed to provide a strategic direction to address young people's needs and aspirations.

The 2019-20 Penrith Mayoral Challenge was held at Spence Park, Oxley Park. Council's Neighbourhood Renewal team worked with a passionate group of young leaders from Oxley Park Public School to co-design a new playground. Students worked with Council staff over six workshops to develop designs and lead engagement with their community. Following feedback from local residents, the students focused their efforts on designing a more inclusive, accessible and vibrant park. They successfully presented their preferred design to the Mayor who commended them for their community leadership and creativity. The first stage of the new playground at Spence Park has now been constructed, featuring new accessible play equipment, a bubbler, shade sails and additional seating. The second stage of the park will be delivered in 2020-21 and includes a series of grant-funded elements that will further bring the students' vision to life.

Our Women

In March 2020, Council held another successful International Women's Day celebration at St Marys Memorial Hall. The event was attended by nearly 200 local women celebrating this year's theme 'Each For Equal', and featured inspiring performances by local community groups, including African drumming, Polynesian dance and the SOS choir.

A highlight of the event was the Nepean Women Present program, which is funded by Council and co-ordinated by Penrith Women's Health Centre. Nepean Women Present aims to improve participation of vulnerable and difficult-to-engage groups of women in activities in our community. The involvement of many local groups in preparing and delivering the event has been integral to achieving an improved sense of inclusion and community ownership for this event in 2020. The event organising committee included Council, Penrith Women's Health Centre, Zonta, The Haven, Nepean Community & Neighbourhood Services, Community Junction, SydWest, Nepean Multicultural Access, WestConnect and Wentworth Community Housing.

In April 2020, Council became a signatory to the Greater Sydney Commission Women's Safety Charter. The Charter is a collaboration of community, government and business designed to influence policy and practice to enable women and girls to feel safer in public spaces across the Greater Sydney region. It provides a valuable opportunity for Council to share project ideas and learn innovative approaches towards improving safety for women across the city.



Our Health

Our Health Snapshot was finalised in 2020. This report will guide work with other government and community organisations in the coming months on ways we can collaborate to help our communities manage their health and wellbeing. The health snapshot looks at the issues that affect our health - the built environment, mental health, alcohol consumption and health literacy - to create a better understanding of the factors that influence health, provide information for advocacy and improve service delivery. Considering the impacts of COVID -19 in our community, mental health and a healthy built environment are even more relevant as we move to a new way of working and living.

This year, the Penrith Health Action Plan Steering Committee continued to meet and support each other's programs including flu vaccinations at both Village Cafes and the free meal services. Council also assisted in the dissemination of information regarding COVID-19 from the Local Health District and helped organise additional clinics in the area.

The first Western Sydney City Deal Health Alliance meetings were held, with Council participating in various working groups. One of the working groups will focus on improving access to health and well-being services in the community in collaboration with health sector and councils. The focus areas for this group are healthy workforce, health literacy, and social connection.

Our Financial Support

In 2019-20 Council provided financial assistance to community organisations and community groups to plan, develop and implement projects and activities that benefit the people of Penrith City and strengthen the community.

This year the Community Assistance Program funded 53 projects at a total cost of \$41,575, and Council's Magnetic Places program provided \$50,000 for six creative placemaking projects delivered in St Marys, Londonderry, Llandilo, North St Marys, Colyton and Kingswood.

To encourage the delivery of cultural programs and activities, Council also funded nine local cultural clubs and associations at a cost of \$19,875 as well as providing \$6,500 in music and art scholarships.

Additionally, Council was able to provide Youth Week grants to the value of \$12,911 (\$3,716 from the NSW Government and \$9,195 from Council) for six projects focused on young people.

APPENDIX FOUR OUR CHILDREN

Our Children's Services

Penrith City Council Children's Services achieved its objective of providing quality education and care for children aged 0-12 years in the 2019-20 reporting period by managing the following services to meet the needs of local families in the area:

18 Long Day Care centres

14 Before and After School Care Services

5 Preschool Services

7 Vacation Care Services

Penrith City Council also manages other children's services projects including Mobile Playvan, Children and Parenting project and the Middle Years Mentoring Program.



This diverse range of services and projects have met family and community needs by:

1. Providing an all-inclusive fee for working families and a high-quality education program for children aged 0-6 years and 6-12 years in a long day care, before and after school care and preschool environment.
2. Providing a mobile Playvan service that supports families in areas that don't have established services.
3. Facilitating a middle years mentoring project for school aged children to strengthen relationships and promote resilience and inclusion.
4. Providing a transition to school program to prepare children for school and high school.
5. Providing support to families and children in vulnerable circumstances through the continuation of the Children and Parenting Project.

Council has also supported the inclusion of children by:

1. Providing programs and specialised staff to assist children with additional needs and disability. Council has achieved this by developing curriculum programs that provide coaching and mentoring to services to ensure the implementation of the Early Years Learning and My Time: Our Place curriculum framework.
2. Supporting preschool fees for Aboriginal and Torres Strait Islander children through Start Strong funding received by the State Government.
3. Introducing the Inclusion Support Specialist role to work with centres and children with high support needs and behavioural issues.

We have reviewed how we operate to improve our services and have lobbied extensively for improvement to the child care subsidy arrangements for vulnerable and low-income families. We introduced and implemented the Children's Services Strategic Plan and achieved a 'meets' or 'exceeds' standard for all services that participate in the State Governments assessment and rating process. Our facilities and playgrounds continue to be upgraded through a regular program and we improved our customer service and communication with families through Facebook, HubHello Newsfeed, Instagram and our website. Regular parent meetings and annual surveys ensure that we have regular feedback and evaluation of all services directly managed by Council.

COVID-19 presented a significant challenge for our Children's Services which needed decisive action and strategic thinking to ensure staff and children were supported and provided with continuity of care. Measures were implemented to ensure our services could stay open to provide care for children of front line workers and essential staff, in a way that protected the safety of staff, children and their families. Measures included requesting drop off and pick up in the foyer wherever possible, not allowing unwell children to attend services, temperature checks for all staff, children and visitors to centres, extensive cleaning of surfaces and daily clearing of buses.

A significant challenge in the early stages of COVID-19 was Council employees not having access to financial support measures introduced by the Australian Government to the child care sector. Council worked with other local governments to lobby the NSW and Australian Governments for funding support to ensure staff and families could continue working and our centres would remain open with a significant reduction in fees.



OUR LIBRARY SERVICES

Significant developments through the year included the recruitment of a new Children's Librarian and major changes to program delivery due to COVID-19.

Our activities for babies to pre-school aged children

We entertained and educated 886 babies and 918 parents in 24 sessions of Baby Time and 2,387 children and 2,097 adults at 75 Story Time sessions across the three library branches. A total of 21 videos were produced during COVID-19 restrictions and shared via Facebook, reaching an audience of over 43,000.

Both Baby Time and Story Time sessions included songs in other languages such as Maori, Italian and Spanish as well as visual displays, oral stories and puppets to aid children's learning in a variety of ways.

The Children's Team conducted special outreach visits and library tours across the Penrith LGA covering child care centres and primary schools. In 23 sessions we had a total of 459 children and 219 adults attend.

Our activities for primary school students

After school activity sessions were held weekly during the school terms. This year we ran yoga over six sessions with 13 children attending each week. The final two sessions of the term were cancelled due to COVID-19.

School holiday activities are held four times a year during each school holiday period and include educational and entertaining shows and workshops run by professional presenters covering science, arts, craft, dancing, performance, and creative writing. We held 19 sessions which were attended by 962 children. April school holiday activities were cancelled due to our COVID-19 closure.

Library Trails were presented during July and January school holidays. The July trail featured a NAIDOC theme and had 197 children participate; the January theme was The Gingerbread Man and had 289 participants.



Our activities for high school students

After School Activity sessions were run during two terms for teens this year which included creative writing, drawing and Dungeons & Dragons classes. Overall, 110 teens attended 17 sessions. School holiday activities for teenagers had 54 students in total attending one of the four sessions.

Bookaholics is a teen book club, a new program introduced at Penrith City Library in August 2019. A core group of 4-6 teens aged 12-16 years old meet for one hour once per month with library staff to discuss and share their love of reading, books and literature. The group reads books based on their own selection of a theme or book title. The group adapted easily from meeting face-to-face at Penrith Central Library from August 2019 to online meetings via Zoom in March 2020 in response to COVID-19 restrictions. The group has successfully retained their interest and engagement online and is a core focus for engaging with this age group moving forward.

Our Toy Library and Children's Inclusion Services

Our award-winning Toy Library caters for children aged 0 - 8 years old, with a large lending collection of educational toys for indoor and outdoor play. The Toy Library has six general public sessions per week run by volunteers across all library branches. This year we loaned out 2,552 toys in 136 general public sessions.

The Library Children's Inclusion Officer also facilitates library and home visits for children with disabilities and ongoing high support needs. The Toy Library includes specialist toys to assist with sensory, cognitive and physical development for children with disabilities, with 163 toys loaned out to 10 outreach clients during visits this year.

A specialised Little Seekers Sessions, a sensory story time session aimed at supporting the inclusion of children with sensory based needs were introduced. Two face-to-face sessions were presented before the COVID-19 closure, with three Zoom parent support sessions held during closure.

Inclusive play sessions were also facilitated at Fernhill and Kurrambee Schools, which were run at each respective school once a semester this past year.

Our children's collections and other resources

All of our Children and Toy Library activities and programs are complemented by Penrith City Library's extensive children's collection including board books, picture books (in English and a variety of other community languages), graded readers, junior fiction and non-fiction, an online homework help service 'Studiosity', DVDs, CDs, parenting magazines and books, educational toys, as well as an evolving digital collection of eBooks and downloadable audio items. Our children's digital collection also now has a wide range of titles from the Premiers' Reading Challenge list.

At the Penrith Branch Library, we also have:

- a reading pod available for children to listen to stories and play games in English and other languages
- two PCs and one iPad with early literacy and numeracy games for children to use in the library
- two library catalogue PCs set up at children's level.

Parents and community members can sign up to the Library's eNewsletter ORBIT, which updates the community quarterly about the library's children's events and resources. The library online catalogue, Council webpage, library Facebook page, Eventbrite and an email database of registered library members are channels used regularly to promote and communicate information to parents, schools and childcare centres.



APPENDIX FIVE OUR PROGRAM OF WORKS

ROAD RESURFACING AND RECONSTRUCTION

SUBURB	ROADS
Berkshire Park	Fifth Rd, Second Rd
Cambridge Gardens	Trinity Dr
Cambridge Park	Oxford St
Castlereagh	Hinxman Rd, Post Office Rd, Castlereagh Rd
Colyton	Alam St, Bennett Rd, Holmes St
Cranebrook	Andromeda Dr, Greygums Oval (Carpark), Borrowdale Way
Emu Heights	Parkwood Gr
Emu Plains	Adelong Close, River Rd, Russell St
Erskine Park	Pisces Pl
Glenmore Park	St Andrews Dr
Jamisontown	Abberton St, Altair Pl, Glenbrook St, Ikin St, Wilfred Pl
Kingswood	Elliot St
Llandilo	Fifth Ave
Londonderry	Carrington Rd, The Driftway
Mt Vernon	The Appian Way
Mulgoa	Fairlight Rd, Chain-o-Ponds Rd
Oxley park	Sydney St
Penrith	Stafford St
South Penrith	Birmingham Rd, Evan St (Carpark), Racecourse Rd, Smith St
St Clair	Apollo Cl, Athena Ct, Dione Ct, Hera Pl, Jody Pl, Olympus Dr, Solander Dr
St Marys	Dunheved Cct, East Ln, Gidley St, Kings St
Wallacia	Silverdale Rd
Werrington	Werrington Rd
Werrington County	Henry Lawson Ave, Ovens Dr
Werrington Down	Greenbank Dr

ROADS TO RECOVERY

SUBURB	ROADS
Erskine Park	Swallow Dr
Kingswood	Bringelly Rd, O'Connell St
Londonderry	Boscobel Rd
South Penrith	Fragar Rd

FOOTPATH CONSTRUCTION

SUBURB	ROADS
Cambridge Gardens	Allsopp Dr
Cambridge Park	William St
Claremont Meadows	Sunflower Dr
Cranebrook	Laycock St, Waterfall Cres
Emu Plains	Russell St
Jamisontown	Thurwood Ave
Regentville	Harwood Cct
St Clair	Cook Pde
St Marys	Murray St, Station St, Wilson St
Werrington Downs	Parkside Ave

APPENDIX SIX OUR FINANCES

Our Special Rate Variation

On 1 July 2016 the 'Planning our Future' Special Rate Variation (SRV) commenced. The 2016 -17 Special Rate Variation (SRV) has been phased in from 2016-17 to 2019-20 and includes renewal of the Asset Renewal and Established Areas Strategy (AREAS) SRV, which funded part of our road asset renewal and building asset renewal programs from 2006-16, as well as essential funding for public domain maintenance and investment in public spaces and social programs in established suburbs.

In 2019-20 this SRV generated an additional \$3.29m above the rate peg increase of \$3.29m. Under the 'Planning our Future' SRV, funding for projects and initiatives previously funded under the AREAS SRV continued – providing extra capacity in our road asset renewal, building asset renewal, public domain maintenance, neighbourhood renewal and urban design programs.

Additional funds were used:

- to increase level of maintenance and graffiti removal to enhance amenity of the public domain
- in Urban Design projects such as the Kingswood Place Plan, Pedestrian Lighting Strategy, City Centre Activation, St Marys Night Time Economy Strategy, City Renewal Programs, Kingswood Pedestrian Lighting Strategy
- in Neighbourhood Renewal Community Engagement, and Place Management
- to subsidise building rental for community groups
- to invest in funding the parking reserve for future parking needs of the city
- to increase investment in ICT to continue productivity improvements that will generate additional capacity in future years, and design and implementation costs for major projects.

During 2019-20, SRV funds also contributed to the following:

Building Asset Renewal Projects:

- St Clair Recreation and Leisure Centre Building Upgrade
- Children Services Emu Plains Old School
- Civic Centre Work Space and Associated Building Works
- Castlereagh Hall and Mulgoa Hall
- Colyton Neighbourhood Centre and Werrington Downs Neighbourhood Centre
- Joan Sutherland Performing Arts Centre lights and sound upgrades
- Penrith City Library
- Penrith Ripples pool plant filtration
- St Marys Ripples renewal of CCTV system
- Ripples Aquatic Centres equipment and business services office equipment
- Arms of Australia Inn post and beam renewal upgrade

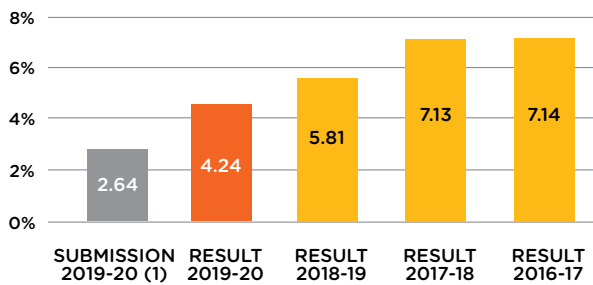
Road Resurfacing and Reconstruction Projects:

- Berkshire Park - Fifth Rd, Second Rd
- Cambridge Garden - Trinity Dr
- Cambridge Park - Oxford St
- Castlereagh - Hinxman Rd, Post Office Rd, Castlereagh Rd
- Colyton - Alam St, Bennett Rd, Holmes St
- Cranebrook - Andromeda Dr, Greygum Oval Carpark, Borrowdale Way
- Emu Heights - Parkwood Gr
- Emu Plains - Adelong Cl, River Rd, Russell St
- Erskine Park - Pisces Pl
- Glenmore Park - St Andrews Dr
- Jamisontown - Abberton St, Altair Pl, Glenbrook St, Ikin St, Wilfred Pl
- Kingswood - Elliot St

- Llandilo - Fifth Ave
- Londonderry - Carrington Rd, The Driftway
- Mt Vernon - The Appian Way
- Mulgoa - Chain-o-pond Rd, Fairlight Rd
- Oxley Park – Sydney St
- Penrith - Stafford St
- South Penrith - Birmingham Rd, Evan St (Carpark Area), Racecourse Rd, Smith St
- St Clair - Apollo Cl, Athena Ct, Dione Ct, Hera Pl, Jody Pl, Olympus Dr, Solander Dr
- St Marys - Dunheved Cct, East Ln, Gidley St, Kings St
- Wallacia - Silverdale Rd
- Werrington County - Henry Lawson Ave, Ovens Dr
- Werrington Downs - Greenbank Dr
- Werrington - Werrington Rd



Our Performance - Fit For the Future

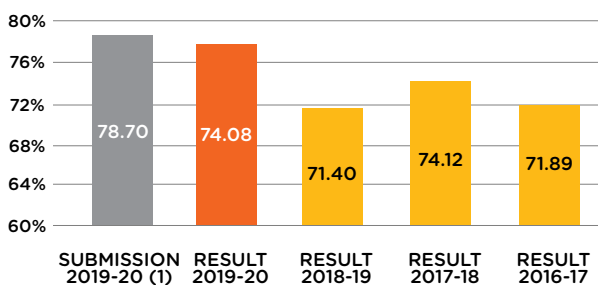


Operating Performance Ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Benchmark

Greater than or equal to break-even average over 3 years

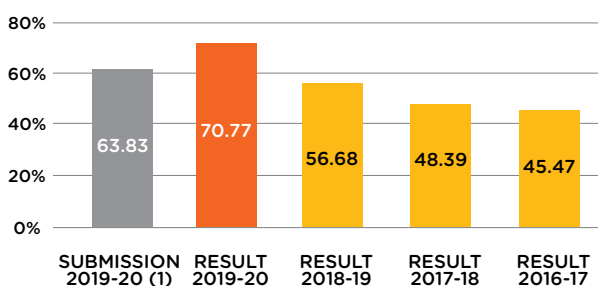


Own Source Revenue

This ratio measures the degree of reliance on external funding sources.

Benchmark

Greater than 60% average over 3 years

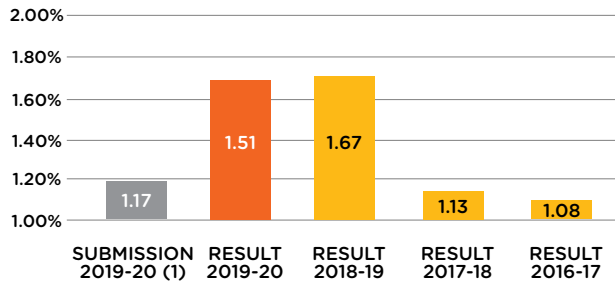


Infrastructure Renewal Ratio

This ratio is used to assess the rate at which infrastructure assets are being renewed against the rate at which they are depreciating. Includes Buildings, Roads and Drainage assets.

Benchmark

Greater than 100% average over 3 years

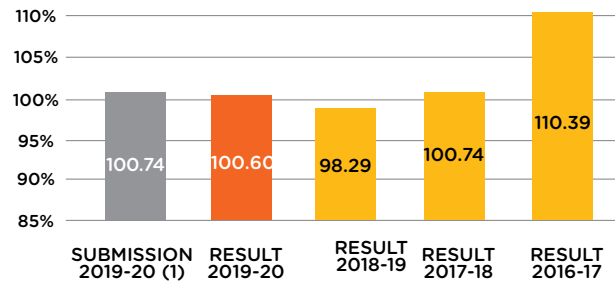


Infrastructure Backlog Ratio

This ratio shows what proportion the backlog is against the total value of Council's infrastructure. Includes Buildings, Roads and Drainage assets.

Benchmark

Less than 2%

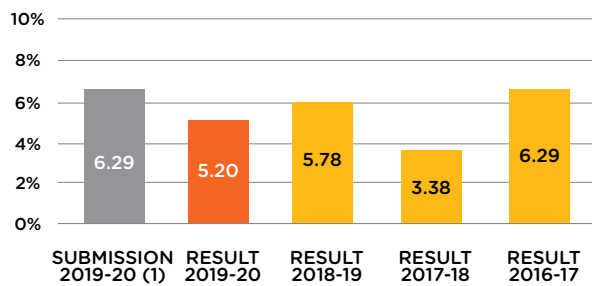


Asset Maintenance Ratio

This ratio compares the actual versus required annual asset maintenance.

Benchmark

Greater than 100% average over 3 years

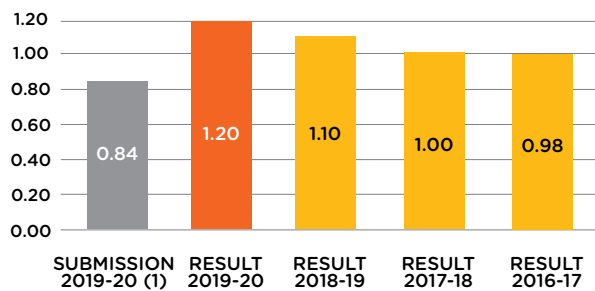


Debt Service Ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

Benchmark

Greater than 0% and less than or equal to 20% average over 3 years.



Real Operating Expenditure

This ratio measures the cost of delivering Councils services per capita. Decreases in this ratio indicates efficiency improvements by Council.

Benchmark

A decrease in Real Operating Expenditure per capita over time.

(1) Result is from Council's Fit for the Future submission.



Our Stormwater Management Service Charge

A Stormwater Management Service Charge (SMSC) was introduced in 2012-13 as a funding mechanism for stormwater management services.

This charge only applies to urban residential and business properties, with eligible pensioners receiving a full discount. The introduction of the SMSC ensures we can deliver a wide range of stormwater management initiatives essential to the health of our waterways and respond to community expectations.

The SMSC was projected to generate more than \$2,072,366 in income in 2019-20, with an opening balance of \$1,255,843.

Almost \$1.7 million was spent on environmental and drainage programs this year.

- Audit Industrial, Commercial and Agricultural Activities: funding of \$149,448 was allocated with \$150,790 expended during the year. This project responds to complaints on industrial, commercial and agricultural premises.
- Maintenance of Gross Pollutant Traps (GPT): \$338,127 was allocated, \$373,651 spent during the year. All GPTs were maintained as per program with 786 tonnes of waste removed from the stormwater drainage system in 2019-20.
- Floodplain Management Resourcing: \$249,554 was allocated and \$94,445 spent. This resourcing supported our ongoing floodplain management program.
- Flood Studies: \$308,888 was allocated and \$366,580 spent. Several flood studies and floodplain risk management plans have been advanced.
- Integrated Catchment Management: \$154,568 was allocated and \$56,941 spent.
- Waterways Health Monitoring Program: \$70,000 allocated and \$44,317 spent.
- Penrith CBD Drainage Upgrade Program: Repayment of \$5.7m loan for works connected to the upgrade of Penrith CBD drainage infrastructure to address any risk of another flooding event.



Our Voluntary Planning Agreements

Council has entered into 14 Voluntary Planning Agreements (VPAs) that apply to the following selected sites or precincts within our City:

OUR VOLUNTARY PLANNING AGREEMENTS

NUMBER	AGREEMENT
1	73 Great Western Highway, Emu Plains This VPA has been actioned and concluded.
2	731-769 Great Western Highway, Werrington No effect this period.
3	Caddens Planning Agreement No effect this period.
4	Caddens Knoll Planning Agreement This VPA has been actioned and concluded.
5	Claremont Meadows Stage 2 South Western Precinct Planning Agreement Transfer of land has occurred in accordance with the delivery schedule in the agreement.
6	Glenmore Park Stage 2 Planning Agreement In accordance with the agreement no Affordable Housing contributions were received during 2019-20. In accordance with the agreement Employment Contribution of \$83,940 was received during 2019-20. Transfer of Mulgoa Rise Riparian Corridor was dedicated in accordance with the delivery schedule in the agreement.
7	Second Glenmore Park Stage 2 Planning Agreement In accordance with the agreement contributions of \$14,492 were received during 2019-20.
8	Amended Second Glenmore Park Stage 2 Planning Agreement Delivery of infrastructure has occurred in accordance with the delivery schedule in the agreement.
9	Panthers Roadworks Voluntary Planning Agreement No effect this period.
10	Panthers Outlet Centre Voluntary Planning Agreement No effect this period.
11	South Werrington Urban Village Planning Agreement Affordable Housing contributions owing under this agreement have been paid.
12	St Marys Penrith Planning Agreement Delivery of local open space and transport works occurred in accordance with the delivery schedule in the agreement.
13	Sydney Science Park Voluntary Planning Agreement, September 2016 This Agreement was entered into by Council in September 2016. VPA provisions relating to traffic and transport needs and cost apportionment were concluded and discussions on management/responsibilities and ownership of public domain, recreation/ open space lands within the Science Park were continuing as of June 2018.
14	Legpro Pty Ltd (Caddens East) Voluntary Planning Agreement, January 2018 \$30,000 was received during 2019-20. O'Connell St East Road upgrade works occurred in accordance with the delivery schedule in the agreement.

Our Works Carried Out on Private Land

During 2019-20 Council carried out the following works on private land:

22 Harris St, Jamisontown to remove a damaged redundant stormwater line that caused multiple incidents of subsidence on the property and to reinstate the land to its original condition. Estimated cost: \$14,000.

66-76 Tench Avenue, Jamisontown to creation of a temporary carpark for vehicles attending the 2019 Real Festival event. Estimated cost: \$2,580

Our Primary Financial Reports

The following financial reports should be read in conjunction with Council's 2019-20 Financial Statements available on Council's website.

INCOME STATEMENT - FOR THE YEAR ENDED 30 JUNE 2020		
\$000	ACTUAL 2020	ACTUAL 2019
INCOME FROM CONTINUING OPERATIONS		
Rates and annual charges	165,451	156,486
User charges and fees	37,469	41,498
Other revenues	3,118	6,913
Grants and contributions provided for operating purposes	36,133	34,924
Grants and contributions provided for capital purposes	26,252	49,662
Interest and investment income	3,296	4,722
Fair value increment on investment properties	5,058	–
Rental income	3,880	–
Net share of interests in joint ventures and associates using the equity method	428	721
Total income from continuing operations	281,085	294,926
EXPENSES FROM CONTINUING OPERATIONS		
Employee benefits and on-costs	113,334	101,100
Borrowing costs	1,405	1,798
Materials and contracts	78,432	70,618
Depreciation and amortisation	30,257	27,720
Other expenses	26,492	28,903
Net losses from the disposal of assets	1,371	1,786
Fair value decrement on investment properties	–	1,535
Total expenses from continuing operations	251,291	233,460
Operating result from continuing operations	29,794	61,466
Net operating result for the year	29,794	61,466
Net operating result attributable to council	29,794	61,466
Net operating result for the year before grants and contributions provided for capital purposes	3,542	11,804

STATEMENT OF COMPREHENSIVE INCOME - FOR THE YEAR ENDED 30 JUNE 2020		
\$000	ACTUAL 2020	ACTUAL 2019
Net operating result for the year (as per Income Statement)	29,794	61,466
Amounts which will not be reclassified subsequently to the operating result		
Other revenues		
Gain (loss) on revaluation of IPP&E	305,865	(7)
Other comprehensive income – joint ventures and associates	(8)	(64)
Total items which will not be reclassified subsequently to the operating result	305,857	(71)
Total other comprehensive income for the year	305,857	(71)
Total comprehensive income for the year	335,651	61,395

The Council has not restated comparatives when initially applying AASB 1058 Income of Not-for-Profit Entities, AASB 15 Revenue from Contracts with Customers and AASB 16 Leases. The comparative information has been prepared under AASB 111 Construction Contracts, AASB 118 Revenue, AASB 1004 Contributions, AASB 117 Leases and related Accounting Interpretations. The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

STATEMENT OF FINANCIAL POSITION - AS AT 30 JUNE 2020

\$000	ACTUAL 2020	ACTUAL 2019
ASSETS		
Current Assets		
Cash and cash equivalents	13,716	5,998
Investments	89,768	152,200
Receivables	12,589	15,445
Inventories	631	738
Contract assets	3,645	–
Other	8,465	3,287
Total current assets	128,814	177,668
Non-current assets		
Investments	59,235	11,121
Receivables	1,012	1,359
Infrastructure, property, plant and equipment	2,264,664	1,941,734
Investment property	39,457	24,150
Intangible Assets	462	–
Right of use assets	201	–
Investments accounted for using the equity method	7,250	8,280
Total non-current assets	2,372,281	1,986,644
TOTAL ASSETS	2,501,095	2,164,312
LIABILITIES		
Current liabilities		
Payables	25,419	19,867
Income received in advance	–	3,771
Contract liabilities	10,461	–
Lease liabilities	71	–
Borrowings	8,411	10,211
Provisions	35,271	30,209
Total current liabilities	79,633	64,058
Non-current liabilities		
Payables	6,354	7,616
Lease liabilities	128	–
Borrowings	25,797	34,207
Provisions	1,150	709
Total non-current liabilities	33,429	42,532
TOTAL LIABILITIES	113,062	106,590
Net assets	2,388,033	2,057,722
EQUITY		
Accumulated surplus	1,283,363	1,258,917
Revaluation reserves	1,104,670	798,805
Council equity interest	2,388,033	2,057,722
TOTAL EQUITY	2,388,033	2,057,722

The Council has not restated comparatives when initially applying AASB 1058 Income of Not-for-Profit Entities, AASB 15 *Revenue from Contracts with Customers* and AASB 16 Leases. The comparative information has been prepared under AASB 111 *Construction Contracts*, AASB 118 Revenue, AASB 1004 Contributions, AASB 117 Leases and related Accounting Interpretations. The above Statement of Cash Flows should be read in conjunction with the accompanying notes.



STATEMENT OF CHANGES IN EQUITY - FOR THE YEAR ENDED 30 JUNE 2020

\$000	ACCUMULATED SURPLUS	IPP&E REVALUATION RESERVE	TOTAL EQUITY
ASSETS			
Opening balance	1,258,917	798,805	2,057,722
Changes due to AASB 1058 and AASB 15 adoption	(5,344)	-	(5,344)
Changes due to AASB 16 adoption	4	-	4
Restated opening balance	1,253,577	798,805	2,052,382
Net operating result for the year	29,794	-	29,794
Other comprehensive income			
- Gain (loss) on revaluation of IPP&E	-	305,865	305,896
- Joint ventures and associates	(8)	-	-
Total comprehensive income	29,786	305,865	305,857
Equity – balance at end of the reporting period	1,283,363	1,104,670	2,388,033

The Council has not restated comparatives when initially applying AASB 1058 Income of Not-for-Profit Entities, AASB 15 Revenue from Contracts with Customers and AASB 16 Leases. The comparative information has been prepared under AASB 111 Construction Contracts, AASB 118 Revenue, AASB 1004 Contributions, AASB 117 Leases and related Accounting Interpretations. The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

STATEMENT OF CASH FLOWS - FOR THE YEAR ENDED 30 JUNE 2020		
\$000	ACTUAL 2020	ACTUAL 2019
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts		
Rates and annual charges	166,345	154,943
User charges and fees	34,446	41,873
Investment and interest revenue received	3,794	5,128
Grants and contributions	54,145	49,688
Bonds, deposits and retention amounts received	6,017	4,019
Other	10,862	7,608
Payments		
Employee benefits and on-costs	(109,457)	(98,752)
Materials and contracts	(75,058)	(76,550)
Borrowing costs	(1,405)	(1,798)
Bonds, deposits and retention amounts refunded	(4,789)	–
Other	(31,427)	(25,110)
Net cash provided (or used in) operating activities	53,473	61,049
CASH FLOWS FROM INVESTING ACTIVITIES		
Receipts		
Sale of investment securities	260,899	242,596
Sale of investment property	–	2,073
Sale of infrastructure, property, plant and equipment	5,022	5,816
Deferred debtors receipts	330	–
Payments		
Purchase of investment securities	(246,619)	(256,489)
Purchase of investment property	(10,616)	–
Purchase of infrastructure, property, plant and equipment	(43,967)	(48,267)
Purchase of intangible assets	(524)	–
Deferred debtors and advances made	–	(647)
Net cash provided (or used in) investing activities	(35,475)	(54,918)
CASH FLOWS FROM FINANCING ACTIVITIES		
Receipts		
Proceeds from borrowings and advances	–	5,531
Payments		
Repayment of borrowings and advances	(10,210)	(11,428)
Lease liabilities (principal repayments)	(70)	–
Net cash flow provided (used in) financing activities	(10,280)	(5,897)
Net increase/(decrease) in cash and cash equivalents	7,718	234
Plus: cash and cash equivalents – beginning of year	5,998	5,764
Cash and cash equivalents – end of the year	13,716	5,998
plus: Investments on hand – end of year	149,003	163,321
TOTAL CASH, CASH EQUIVALENTS AND INVESTMENTS	162,719	169,319

The Council has not restated comparatives when initially applying AASB 1058 Income of Not-for-Profit Entities, AASB 15 Revenue from Contracts with Customers and AASB 16 Leases. The comparative information has been prepared under AASB 111 Construction Contracts, AASB 118 Revenue, AASB 1004 Contributions, AASB 117 Leases and related Accounting Interpretations. The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Our Contractor Information

CONTRACTS AWARDED IN 2019-20 FOR AMOUNTS GREATER THAN \$150,000

SUPPLIER	PAYMENTS FOR 2019-2020 (INC GST) (\$)	DESCRIPTION OF GOODS/SERVICES
Suez Recycling and Recovery Pty Ltd	23,000,000 p.a. (est.)	Waste and Resource Recovery Collection Services – 10-year service agreement valued at \$230m (est.)
Tuff Group Holdings Pty Ltd	3,837,757.00	Jamison Park multi sport synthetic field
Statewide Civil Pty Ltd	2,577,847.80	Soper Place infrastructure
The Trustee for Central Industries Trust	800,000 p.a. (est.)	Shade structures and sails – three-year service agreement valued at \$2.4m (est.)
Westbury Constructions Pty Ltd	2,113,381.60	Recreation and Leisure Centre building upgrade
Romba Pty Ltd	1,727,853.97	Kingsway Sports Fields
Allpal Pty Ltd	1,346,066.00	Refurbishment of sporting amenities
Staples Bros. T/A Premiair Pumpouts	130,000 p.a. (est.)	Effluent collection services – 10-year service agreement valued at \$1.3m (est.)
Krost Business Furniture Centre Pty Ltd	295,972 p.a. (est.)	Supply and installation of office furniture – 4-year supply agreement valued at approx. \$1.184m
Dice Contracting Pty Ltd	1,154,090.09	Child care refurbishments
VDG Pty Ltd	336,658 p.a. (est.)	Neighbourhood facility cleaning
Bernipave Pty Ltd	500,000 p.a. (est.)	Road patching services (minor, major) - two-year service agreement valued at \$1m (est.)
State Asphalt Services Pty Ltd	500,000 p.a. (est.)	Major asphalt works – two-year service agreement valued at \$1m (est.)
Bernipave Pty Ltd	500,000 p.a. (est.)	Road patching services – two-year service agreement valued at \$1m (est.)
Coverit Building Group Pty Ltd	860,915.00	Neighbourhood centre refurbishments
CCG Architects Pty Ltd	771,182.25	Design services for Depot redevelopment
Traymark Industrial Caravans Pty Ltd	736,508.30	Manufacture and delivery of caravans
JRW Trading Pty Ltd	675,798.19	Kingsway lighting
Iconic Holding Pty Ltd t/a Icon Agency	620,224.00	Waste marketing
Stowe Australia Pty Ltd	616,561.00	Kingswood pedestrian lighting upgrade
J Blackwoods and Sons Pty Ltd Bunnings Group Limited	200,000 p.a. (est.)	Hardware supplies – three-year supply agreement valued at \$600,000 (est.)
James Mather Delaney Design Pty Ltd (JMD)	571,692.00	Design services for City Park
Phillip McNamara T/A Cranebrook Constructions	487,282.40	Rance Oval amenities
The Trustee for the McGregor Coxall Unit Trust	487,203.20	Detailed landscape design for Regatta Park
JRW Trading Pty Ltd t/as Jaydub Electrical Services	473,498.53	Leonay sports field lighting
J. Wyndham Prince Pty Ltd	439,039.90	Design for Jamison Road intersections
1 Envirocivil NSW Pty Ltd Heaton Contracting Pty Ltd	133,333 p.a. (est.)	Uneven terrain mowing and cleaning – three-year service agreement valued at \$400,000 (est.)
Coverit Building Group Pty Ltd	359,277.60	Mulgoa Rise amenity extension
Rogers Construction Group Pty Ltd	358,379.32	Mulgoa Hall refurbishment

CONTRACTS AWARDED IN 2019-20 FOR AMOUNTS GREATER THAN \$150,000

SUPPLIER	PAYMENTS FOR 2019-2020 (INC GST) (\$)	DESCRIPTION OF GOODS/SERVICES
Beasy Pty Ltd Absolute Environmental Services Pty Ltd RMA Contracting Pty Ltd	100,000 p.a. (est.)	Asbestos removal and treatment – three-year service agreement valued at \$300,000 (est.)
Piekar Comm Services	100,000 p.a. (est.)	Security trade services – three-year service agreement valued at \$300,000 (est.)
Romba Pty Ltd	274,501.70	Automatic irrigation systems
Isuzu Australia Limited	263,715.76	EWP truck
Planet Civil Pty Ltd	263,656.80	Chesham Street upgrade construction works
Trinitas Group Pty Ltd Alliance Geotechnical Pty Ltd Getex Pty Ltd	83,333 p.a. (est.)	Asbestos consulting services – three-year service agreement valued at \$250,000 (est.)
HWL Ebsworth Lawyers Dantons Australia Limited Sparkes Helmore Lawyers	125,000 p.a. (est.)	Provision of certain legal services – two-year service agreement valued at \$250,000 (est.)
Hi-Quality Recycling Services Pty Ltd	41,666 p.a. (est.)	Disposal of construction waste – six-year service agreement valued at \$250,000 (est.)
A&J Patten Turf Supplies Bedrock Quarry Products Pty Ltd Elite Sand and Soil Pty Ltd Gosford Quarries	83,333 p.a. (est.)	Bulk materials supply – three-year service agreement valued at \$250,000 (est.)
Sportz Lighting	183,942.00	Cook and Banks sports field lighting

CONTRACTS AWARDED IN PREVIOUS YEARS WITH EXPENDITURE IN 2019-20 GREATER THAN \$150,000

SUPPLIER	PAYMENTS FOR 2019-2020 (INC GST) (\$)	DESCRIPTION OF GOODS/SERVICES
Suez Environment	20,766,506.68	Waste services
Burton Contractors Pty Ltd	9,415,161.39	Erskine Park Road upgrades
Trident Plastics (SA) Pty Ltd	6,307,002.44	Garbage bin provider
Australian Native Landscapes Pty Ltd	4,018,959.14	Bulk material supplies
Data 3 Limited	3,302,243.86	Software services
Coverit Building Group Pty Ltd	3,260,302.29	Building trades services
Endeavour Energy	2,543,724.68	Electricity Maintenance
RMA Contracting Pty Ltd T/as Ross Mitchell & Associates	2,333,257.59	Asbestos remediation
Hix Group Pty Ltd	1,685,844.58	Electrical services
Westbury Construction Pty Ltd	1,665,787.81	Construction services
Land & Marine Ocean Engineering Pty Limited	1,582,107.41	Construction of Tench boat ramp
Del Rocchio Concreting Pty Ltd	1,428,448.97	Premix concreting
Cardia Bioplastics (Australia) Pty Ltd	1,404,214.60	Supply of compostable bags
Dice Contracting Pty Ltd	1,315,709.10	Construction services
Civic Risk Mutual	1,203,998.95	Insurance services
Cranebrook Construction	992,211.26	Construction services
Dentons Australia Pty Ltd	921,004.69	Legal services

CONTRACTS AWARDED IN PREVIOUS YEARS WITH EXPENDITURE IN 2019-20 GREATER THAN \$150,000

SUPPLIER	PAYMENTS FOR 2019-2020 (INC GST) (\$)	DESCRIPTION OF GOODS/SERVICES
Austfield Pty Ltd	844,150.54	Construction services
Nepean Regional Security Pty Ltd	839,388.07	Provision of security
Civic Risk West	793,100.00	Insurance services
Mack Civil Engineering Pty Ltd	776,165.62	New concrete footpaths
Romba Pty Ltd	770,284.85	Landscape upgrades
Hi Quality Recycling Services Pty Ltd	744,165.41	Supply and disposal of quarry products
B G Enterprises (NSW) Pty Ltd	733,550.50	Plumbing services
Hirotec Maintenance Pty Ltd	627,402.55	Maintenance services
Technology One	622,356.66	ERP system
Visy Recycling	589,919.72	Recycling services
McArthur (NSW) Pty Ltd	583,885.49	Temporary employment services
Sparke Helmore Lawyers	475,374.46	Legal services
Aten Systems Pty Ltd	457,674.80	Information management system
Charmax Property Maintenance	455,695.15	Property maintenance services
Getex Pty Ltd	414,348.00	Asbestos hygiene services
GHD Pty Ltd	409,235.20	Design services
Metal Fencing Specialists	407,644.05	Fencing supplies and installation
Astina Group Pty Ltd	400,000.00	Design and Construction Services
Rogers Construction Group Pty Ltd	395,819.56	Construction services
Adtrans Hino Pty Ltd	363,510.69	Fleet purchases
Alpall Pty Ltd	359,150.11	Construction services
Central Industries	355,384.85	Shade structures and sails
Velrada	349,057.50	Business application upgrades
JRW Trading Pty Ltd T/A Jaydub Electrical Services	343,842.66	Electrical services
Millennium Hi Tech Holdings Pty Ltd	337,069.22	Public domain cleaning services
Westco Building Consultants Pty Ltd	332,668.30	Building trades services
Asplundh Tree Expert (Australia) Pty Ltd	325,054.30	Tree pruning services
The McGregor Coxall Unit Trust	319,175.45	Landscape design services
Total Drain Cleaning Pty Ltd	297,921.80	Plant hire various
V.D.G Pty Ltd	290,788.00	Facility cleaning services
J Wyndham Prince Pty Ltd	278,899.50	Project management services
WSP OPUS Australia Pty Limited	274,372.08	Engineering Services
Talis Civil Pty Ltd	269,048.74	Great river walk
Piekar Comm Services Pty Ltd	260,871.02	Security systems and services
Abcoe Distributors Pty Ltd	257,215.19	Consumables and cleaning supplies
Sportz Lighting	252,936.20	Sports field lighting upgrades
Savills Project Management Pty Ltd	242,690.80	Project management services
Envirocivil NSW Pty Ltd	236,449.40	Specialist excavation
Hawkesbury River County Council	236,140.30	Council services
Beasy Pty Ltd	226,507.71	Asbestos hygiene services

CONTRACTS AWARDED IN PREVIOUS YEARS WITH EXPENDITURE IN 2019-20 GREATER THAN \$150,000

SUPPLIER	PAYMENTS FOR 2019-2020 (INC GST) (\$)	DESCRIPTION OF GOODS/SERVICES
Klenall Industrial Suppliers Pty Ltd	213,743.45	Childcare consumables
TST Property Services	213,379.72	Amenities cleaning
Long Service Levy Payments Corporation	209,570.79	Statutory fee collection
Pageup People Pty Ltd	189,548.65	HR functions
Allstaff Australia Pty Ltd	187,544.19	HR functions
Cockerill Contracting Pty Ltd	186,938.51	Design and construct GPTs
Programmed Maintenance Services Ltd	175,542.82	Maintenance services
Microsoft Pty Ltd	171,405.30	Software systems
Star Property Maintenance Pty Ltd	166,874.92	Property maintenance services

PAYMENTS OF MORE THAN \$150,000 IN 2019-20 UNDER CONTRACTS HELD BY OTHERS (LOCAL GOVERNMENT PROCUREMENT, PROCUREMENT AUSTRALIA, STATE GOVERNMENT)

SUPPLIER	PAYMENTS FOR 2019-2020 (INC GST) (\$)	DESCRIPTION OF GOODS/SERVICES
State Asphalts Services Pty. Ltd.	10,092,820.39	Asphalt and road sealing
Penrith Subaru	1,396,915.19	Fleet purchases
Randstad Pty Ltd	1,354,432.62	Temporary employment services
Telstra Corporation Ltd	1,293,346.79	Telephone and data services
Caltex Australia	1,066,748.07	Fuel cards
Cardno (NSW/ACT) Pty Ltd	806,507.13	Flood study
Bernipave Pty Ltd	791,846.84	Bitumen, emulsions and asphalt materials
Hays Specialist Recruitment(Aust) Pty Ltd	739,413.27	Temporary employment services
J & G Excavations & Asphalting(NSW) Pty Ltd	642,001.45	Minor asphalt and road sealing
Orbital Traffic Management Aust. Pty Ltd	597,266.45	Traffic management services
Stabilised Pavement Of Australia Pty Ltd	534,856.96	Minor asphalt and road sealing
Sinclair Ford	473,683.27	Fleet purchases
Winc Australia Pty Ltd	395,840.59	Technology hardware
Treeserve Pty Ltd	369,985.00	Tree pruning services
Combined Traffic Management Pty Ltd	366,903.21	Pavement marking
Penrith City Automotive Pty Ltd	354,737.56	Fleet purchases
Holcim Australia Pty Ltd t/a PF Concrete	260,770.40	Premix concrete
GYC Pty Ltd	242,136.26	Plant equipment
QBE Insurance (Australia) Ltd	237,612.53	Green slip insurances
Fuji Xerox Australia	234,599.16	Multifunction device supply
Acer Computers Australia Pty Ltd	225,703.93	Technology hardware
A_Space Australia Pty Ltd	209,285.85	Playground equipment
J Blackwood & Son Pty Ltd	198,926.21	Hardware goods

PAYMENTS OF MORE THAN \$150,000 IN 2019-20 NOT UNDER A CONTRACT

SUPPLIER	PAYMENTS FOR 2019-2020 (INC GST) (\$)	DESCRIPTION OF GOODS/SERVICES
Corporate Sole EPA Act 1979	179,217.38	Development Levy collected on behalf of State Government
ARII Smits Pty Ltd	163,337.48	Variance to existing design and 3D imagery works, below the tender threshold

Our rates and charges written off

The *Local Government Act 1993* classifies various transactions as being write-offs of rates and charges.

The reasons for write-offs include properties becoming exempt from rates, pensioner rebates, changes in rating category, hardship, roundings, postponed rates, domestic waste corrections, small balance write-offs and valuation objections.

The following tables summarise the rates and sundry debtor amounts written off during 2019-20 under legislation, delegated authority, or pursuant to Council resolutions.

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

RATES & CHARGES WRITTEN OFF	\$
General Rates	136,090
Extra Charges	67,351
Domestic Waste	23,389
TOTAL	226,830

PENSIONER REBATE ABANDONMENTS	\$
General Rates - Statutory	1,856,743
Domestic Waste - Statutory	635,496
Stormwater - Voluntary	219,369
TOTAL	2,711,608

SUNDRY DEBTOR ABANDONMENTS	\$
Sundry Debtor	17,028
TOTAL	17,028

Our Capital Project Expenditure Reviews

No Capital Project Expenditure Reviews were submitted during 2019-20.



APPENDIX SEVEN OUR COMPANION ANIMALS

Council undertakes a variety of activities to help ensure compliance with the *Companion Animals Act 1998* and the Companion Animals Regulation 2018. During 2019-20, we continued to participate in a range of programs and education opportunities despite COVID-19 limitations within the community. Some of these included:

- Encouraging and promoting discounted desexing programs for disadvantaged pensioners
- Distributing desexing pamphlets and flyers at a Council microchipping day and with all Office of Local Government (OLG) - Companion Animal Register correspondence
- Participating in primary school visits to educate children on general safety principles around companion animals
- Assisting animal welfare organisations (State-sponsored and private) to maximise re-homing opportunities
- Providing logistical and financial support to animal welfare organisations, including RSPCA and Animal Welfare League.
- Representing Council at large-scale Companion Animal trade shows and community events, e.g. Dogs in the Park and REAL Festival.

Council has a range of strategies in place to comply with the requirements under Section 64 of the *Companion Animals Act 1998* to seek alternatives to euthanasia for unclaimed animals, including:

- Maintaining the formal agreement with Hawkesbury City Council Animal Shelter to share resources (a no-kill shelter)
- Assessment and classification of animals deemed suitable for rehoming
- Continually liaising with private animal rescue/rehoming organisations

- Increased social media presence around rehoming initiatives by both Penrith and Hawkesbury Councils
- Prioritising education around microchipping and return rates in current and future programs.

Council has eight active off-leash parks which are identified on our website. These areas are maintained and improved when funds are available. Our Rangers work with the City Presentation team to ensure reliable poo bag removal and replenishment. The off-leash parks are located at:

- Wedmore Rd, Emu Plains
- Boundary Rd/Soling Cres, Cranebrook (including a fenced area)
- St Clair Ave, St Clair (including a fenced training area)
- Boronia Park, North St Marys
- Cullen Ave, Jordan Springs (including a fenced area)
- Signposted area off Victoria St (near Shaw St), Werrington
- Jamison Park on Racecourse Rd, South Penrith.
- Saddler Way, Glenmore Park.

Council's budget for companion animal management and activities in 2019-20 was a net figure of \$792,228, with an actual net result of \$558,512. No external funding was made available for managing and controlling companion animals during 2019-20. Council issued penalty infringements to the value of \$133,942 for various animal control offences.

In accordance with Section 16(2) of the *Companion Animals Act 1998*, Council has lodged the below table of Survey of Council Seizures of Cats and Dogs 2019-20 to the Office of Local Government.

LODGEMENT OF POUND DATA COLLECTION RETURNS WITH THE OLG (SURVEY OF COUNCIL SEIZURES OF CATS AND DOGS)

ITEM	NUMBER
Dogs impounded	581
Cats impounded	619
Released to owners (dogs)	178
Released to owners (cats)	15
Sold (dogs)	263
Sold (cats)	233
Released to external agencies for re-homing (dogs)	38
Released to external agencies for re-homing (cats)	147
Euthanised dogs	87
Euthanised cats	224
Rehomed (dogs)	Included in sold
Rehomed (cats)	Included in sold

LODGEMENT OF DATA ABOUT DOG ATTACKS WITH THE OLG

ITEM	NUMBER
Attacking dogs total	83
Attacking dogs (human victims)	25
Attacking dogs (animal victims)	64



CASE STUDY

BONDED STAFFIES

On 28 May 2020, Council’s Animal Services team received a call from some of our outdoor workers who saw movement in the bush area surrounding them while fixing roads in Castlereagh. At first they had thought nothing of it until two staffies slowly crept out of hiding. The two dogs were scared at first but with some gentle voices and a little bit of time they managed to get the dogs to come over to them.

One dog had a large circular wound on his lower back, and the other had multiple large, deep cuts around his throat and legs. Once Animal Services arrived and saw the wounds, it was evident that these dogs needed urgent medical attention. The dogs were placed on leads, scanned for microchips (none present) and carefully placed into the car and transported to a veterinary clinic.

On arrival at the veterinary clinic, after observing the increasing distress of both dogs when attempting to separate them, it was decided that the dogs had to be kept together while they were assessed. It was clear these dogs had been through a lot together and had an inseparable bond. The dogs huddled on the assessment table, comforted by the presence of each other while the vets assessed their injuries.

It was decided after discussions with the vet and practice manager that the dogs were not fit to be impounded and would stay at the vets while the Animal Services team found a rescue group willing to care for them.

Our team found a suitable rescue group within a few hours, and the vet determined the dogs would recover with a long course of antibiotics, pain relief and much needed care and attention to heal their wounds.

APPENDIX EIGHT OUR SUSTAINABILITY REPORT

Penrith City Council is committed to the principles of sustainability and the process of continuous improvement. We recognise that it is through our people and our practices that this commitment is delivered. Council takes a quadruple bottom line approach to sustainability, integrating environmental, social, governance and economic considerations into our policy, planning, decision making and operational activities. Council also looks to balance short-term priorities with longer-term needs.

Sustainability is about respecting our people, looking after our places, and delivering services to improve the wellbeing and liveability of our City now and into the future.

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

Our Energy & Water Management

Council has invested considerable effort towards improving the energy and water efficiency of our assets and operations. In 2015 Council established three sustainability targets to continue to encourage energy and water efficiency within the organisation and the transition to more sustainable sources of energy and water:

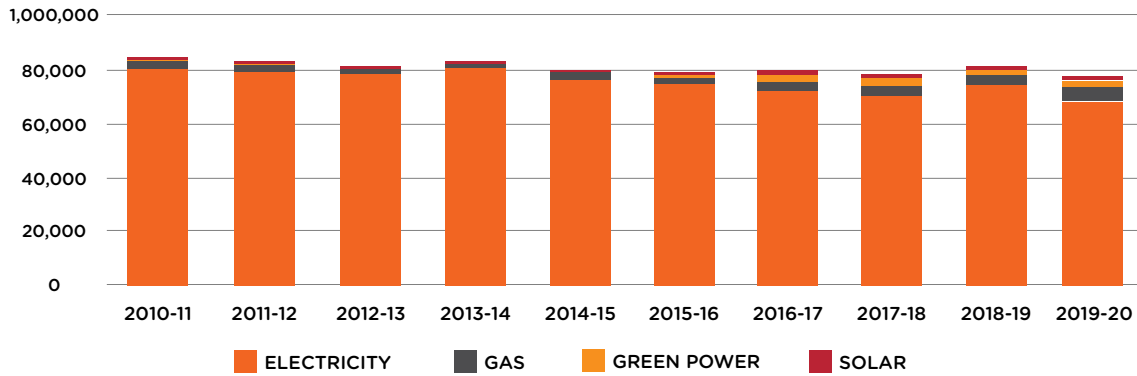
- 10% of Council's electricity supplied from low carbon sources by 2030
- 40% reduction in greenhouse gas emissions by 2030 based on 2010-11 levels
- Maximise opportunities for sustainable water sources.

Since the baseline year (2010-11), combined energy consumption across all Council assets and facilities has been trending downwards from a high of 83,603GJ in 2010-11 to 76,984GJ in 2019-20, a drop of 7.9% as shown in the energy graph below. This is a result of ongoing energy management and the upgrading and improvement of plant and fixtures at our facilities. Notably, in 2019-20 energy use decreased considerably compared to the previous year, with a fall of 4.4%. This was due mainly to COVID-19 restrictions which reduced asset usage and minimised energy use.

Part of our response to achieving this balance is to change the mix of energy used to power our facilities, with the continual contributions from rooftop solar. This is a consistent trend and reflects a shift towards a less carbon intensive energy supply for Council, with less greenhouse gas emissions. Council also continues to supply accredited GreenPower to Council facilities. As of 1 January 2020, new electricity supply contracts reinstated 10% GreenPower for major sites and 20% GreenPower for minor sites increasing the supply of GreenPower by 104% compared to 2018-19.

Street lighting is responsible for almost half of the energy consumed by Council and presents a significant opportunity for energy efficiency projects. In 2019-20 a second LED streetlighting upgrade is being implemented as one of the projects funded through the Sustainability Revolving Fund, which by its completion at the end of 2020 will see a total of 6,530 streetlights across the Penrith LGA fitted with efficient LEDs. This will reduce energy consumption by more than 2.2 MWh and greenhouse gas emissions by 2,000 tonnes per annum and will benefit the community with safer more reliable streetlighting.

Energy Consumption - All Council Assets (GJ)

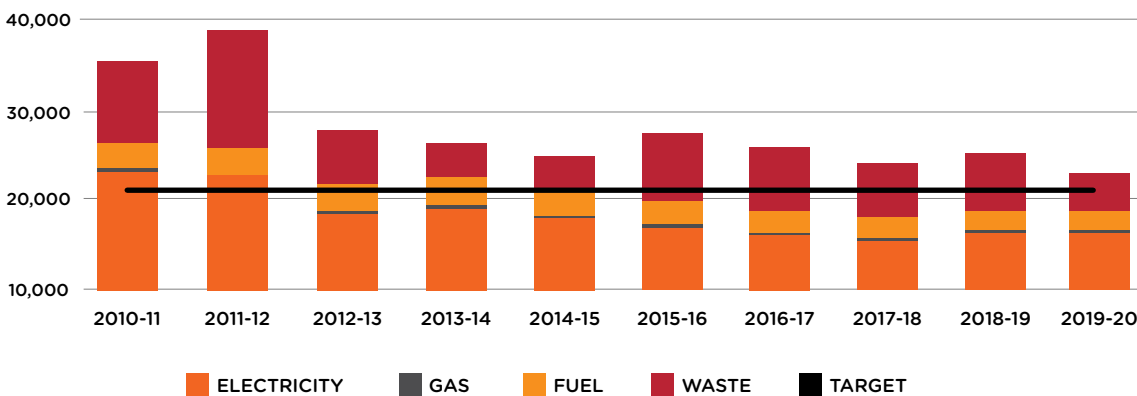


Our Emissions

The following graph shows emissions associated with electricity and gas consumption over the last 10 years, along with emissions generated from fuel consumption from Council's fleet, and the disposal of corporate waste. Council's emissions target is shown as the black line.

Since the baseline year (2010-11), combined emissions across electricity, gas, fuel and waste have decreased by 38% from 35,722 tonnes of CO₂ equivalent in 2010-11 to 21,956 tonnes in 2019-20. Emissions decreased considerably in 2019-20 compared to the previous year, with a reduction of 13.5%. This is due mainly to COVID-19 restrictions which resulted in a reduction in operating hours of Council facilities, reducing energy use, and the increased supply of accredited GreenPower to Council facilities. The generation of waste was also reduced, minimising waste to landfill and associated emissions.

Total Emissions (TonneCO₂e)



Our Solar Installations & Greenpower

In 2019-20 Council generated 1,512GJ of electricity from rooftop solar systems located on 38 sites, down slightly by 1.5% from the previous year due to variance in climate. This included a new solar installation at a Council community centre with a capacity of 2.4kW. Investigations into additional solar installations are continuing with more installations planned for the next financial year.

Council also purchases accredited GreenPower for our facilities, excluding streetlights. In 2019-20 this accounted for 2,167GJ of energy coming from accredited low carbon sources. This increased by 104% in 2019-20 compared to the previous year, with the new electricity supply contracts reinstating 10% GreenPower for major sites and 20% GreenPower for minor sites as of 1 January 2020 (as mentioned previously).

Combined, the energy generated by Council's rooftop solar systems and the accredited GreenPower purchased for our sites equates to 3,678GJ or 5% of our total energy consumption in 2019-20.



Our Sustainability Revolving Fund

Council's highly successful Sustainability Revolving Fund was established in 2003 and enables the savings made, as a result of sustainability initiatives, to be diverted into a designated fund to provide financial support for future sustainability projects.

Since its inception, the Fund has supported 49 projects to the value of more than \$3.3m. The first project involved lighting and air conditioning upgrades. Since then the Fund has supported the installation of solar panels, efficient lighting upgrades of facilities, heat reflective roof paint, solar hot water systems, electric vehicle charging station infrastructure and LED street lighting. Combined, these projects result in savings of more than \$1m each year, along with abatement of more than 5,200 tonnes of CO₂ equivalent.

In 2019-20, the Fund enabled the implementation of the second LED street lighting upgrade, which by its completion at the end of 2020 will see a total of 6,530 streetlights across the Penrith LGA fitted with efficient LEDs. With a payback period of 7 years, this project will save \$459,000 per annum and reduce energy consumption by more than 2.2 MWh and greenhouse gas emissions by 2,000 tonnes per annum and will benefit the community with safer more reliable streetlighting.

Additionally, a Civic Centre Ground Floor Office Lighting Upgrade was approved for funding in the 2019-20 financial year and will result in a 69% reduction in electricity consumption and save 56 tonnes of greenhouse gas emissions per annum. With projected energy cost savings of close to \$11,000 and maintenance savings of more than \$3,000 per annum, this will also have positive beneficial outcomes for Council.

Successful projects that result in financial savings are required to repay the initial project cost. In addition, projects must also return the identified savings from the project back into the Fund for a minimum of 3 years. This allows the Fund to continue to support more projects into the future.

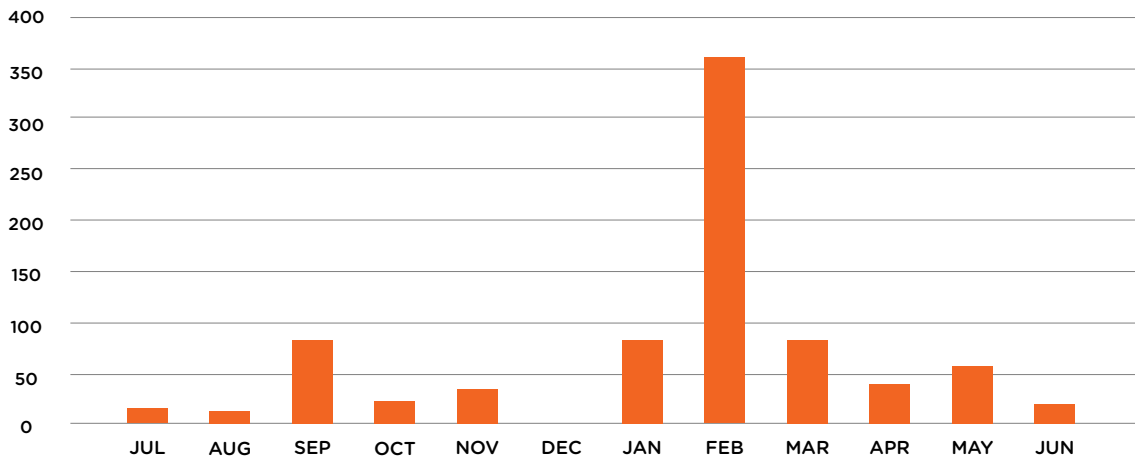
Our Water Use

A billing issue with Sydney Water has meant that data for water use in 2019-20 is not yet available. Water usage is highly impacted by rainfall, as irrigation of parks and playing fields is a major part of Council's overall water consumption.

Recycled water is used at 4 playing fields to help reduce use of potable water.

This year, 794.2mm of rainfall was recorded, an increase of 9% since last year. This is also higher than the long-term annual average rainfall of 717mm. It is expected that this increase will be reflected in a decrease in water use, however until billing data is available the extent of the decrease will not be known.

2019-20 Monthly Rainfall (mm)



APPENDIX NINE OUR DISABILITY INCLUSION ACTION PLAN



There are approximately 38,000 residents identified as living with disability in our City, including over 11,000 with a profound or severe disability who need assistance with daily activities. Penrith's growing ageing population will also experience the challenges associated with increasing frailty, including mobility issues, hearing loss and vision impairment.

Penrith City's Disability Inclusion Action Plan (DIAP) 2017- 2021 incorporates access and inclusion considerations into Council's day-to-day business across all services and activities. Council strives to be a Local Government leader with regards to access and inclusion, and to include people with disability in community places, programs and events. Council has integrated our DIAP within our overall community strategic planning process and the 2017-2022 Delivery Program.

As a framework for Council's response to the concerns and issues identified through the DIAP consultation process, Council used the four focus areas identified by the Local Government NSW DIAP Guidelines. These are:

- Developing positive community attitudes and behaviours
- Creating liveable communities
- Supporting access to meaningful employment, and
- Improving access to services through better systems and processes.

Council was successful in being awarded "Everyone Can Play" grant funding of \$140,000 to upgrade 3 playgrounds in Oxley Park, Cranebrook, and Glenmore Park, in order to improve accessibility and inclusiveness of these play spaces. Other access improvement initiatives undertaken this past year include upgraded toilet amenities at Ripples pools in St Marys, and installation of a hearing loop at the St Marys library branch.

The table on page 139 presents a summary of the focus areas, the priority actions identified from our community consultation, and the Delivery Program Outcome and Strategy that will deliver the actions over the four-year period of the plan. Also presented is the progress achieved for each priority action in 2019-20.

CASE STUDY

PROVISION OF ACCESSIBLE FACILITIES

At least 1,900 residents in the Penrith Local Government Area (LGA) require assistance to use the toilet. Access to accessible toilets that feature height adjustable change tables and hoists in convenient locations transform the lives of many residents and their families in our communities.

Council has demonstrated a commitment to progressively improve the provision of publicly available adult change facilities across the LGA which include a hoist and change table, in addition to an accessible toilet. They have been installed in the arcade off Triangle Park in Penrith, East Lane St Marys, Jordan Springs Community Hub and Thornton Community Centre. Additionally, through Council's Development Assessment process, some private developers have upgraded their accessible toilet amenities to include adult change facilities including at Nepean Village Shopping Centre. This is a great outcome for residents, having a place to shop without the need to go home if they need to use the toilet.

During public consultation about adult change facilities within Penrith in early 2020, Mayor Ross Fowler OAM received a letter from The Disability Council NSW commending the excellent leadership shown by Council around accessibility for people with disability, specifically adult changing facilities, and for becoming the first council to exceed National Standards in NSW for constructing these facilities in venues not currently requiring them.

Penrith City Council continues to lead the way on projects related to accessibility in the community, providing amenities for those with special needs that enable them to participate in the vibrant community life that Penrith offers.



DISABILITY INCLUSION ACTION PLAN

DIAP FOCUS AREA	DIAP PRIORITY	OUTCOME AND STRATEGY NUMBER	2019-20 PROGRESS
Attitudes and behaviours	Promote diversity and inclusion through media stories and positive Council imagery	Outcome 6 – We are healthy and share strong community spirit Strategy 6.2 Help build resilient, inclusive communities Activity 6.2.6 Conduct and support events that include all members of our community	Council's 2019 Volunteer Expo was an opportunity to showcase the contribution of local people with disability and promote volunteering.
	Develop and implement creative projects that are inclusive of people with disability	Outcome 6 – We are healthy and share strong community spirit Strategy 6.3 Enhance the cultural vitality of the City Activity 6.3.2 Support and implement initiatives which contribute to culture and creativity	Council continues to support Nepean No Boundaries Art Group, Art West exhibition, and other cultural programs that are inclusive of people with disability.

DISABILITY INCLUSION ACTION PLAN

DIAP FOCUS AREA	DIAP PRIORITY	OUTCOME AND STRATEGY NUMBER	2019-20 PROGRESS
Attitudes and behaviours	Provide training to staff in quality service and responding to individual customer needs	<p>Outcome 7 – We have confidence in our Council</p> <p>Strategy 7.5. Build our organisation as “Penrith City Council, the place to be”</p> <p>Activity 7.5.2 Build the talents and capabilities of our staff</p>	<p>The capacity of a range of Council staff is being increased to achieve the priority actions for the DIAP. Council officers are investigating best practice for provision of adaptable housing, as part of developing Council’s Affordable Housing Strategy, and are also examining how to best achieve accessibility and inclusion outcomes through the review of Council’s Development Control Plan. A comprehensive analysis of Council’s front counter operations has also been undertaken, with new processes being trialed by staff before the staged refurbishment (including increased amenity and accessibility features) commences. Development of the e-learning module for staff training in Disability Confidence.</p>
	Facilitate accessible and adaptable housing in future housing / development strategies	<p>Outcome 2 – We plan for our future growth</p> <p>Strategy 2.1 Facilitate development in the City that considers the current and future needs of our community</p> <p>Activity 2.2.1 Plan for and facilitate development in the city</p>	<p>Development of Council’s affordable housing strategy has commenced and will be completed in 2020-21.</p>
Liveable communities	Review accessibility elements within Council’s Development Control Plan	<p>Outcome 2 – We plan for our future growth</p> <p>Strategy 2.2 Protect the City’s natural areas, heritage and character</p> <p>Activity 2.2.1 Ensure our policies, strategies and plans set a clear direction for managing the growth of our City</p> <p>Strategy 2.3 Ensure services, facilities and infrastructure meet the changing needs of our City</p> <p>Activity 2.3.1 Ensure our policies, strategies and plans provide for the services and infrastructure our City needs</p>	<p>This review has commenced, and an initial community consultation about adult change facilities lead to the Mayor receiving a letter of commendation from The Disability Council NSW commending the excellent leadership shown by Penrith City Council on accessibility for people with disability, specifically with adult changing facilities.</p>
	Implement the adopted program for the roll out bus shelters that are compliant with the Disability Discrimination Act	<p>Outcome 3 – We can get around the city</p> <p>Strategy 3.1 Work with partners to improve public transport</p> <p>Activity 3.1.2 Work with providers to review existing and plan for new public transport services</p>	<p>Four accessible bus shelters were installed during 2019-20, at sites in Werrington, South Penrith and Kingswood (2). At high usage bus stop locations, tactile indicators have also been installed.</p>
	Ensure the adopted PATHS strategy is implemented	<p>Outcome 3 – We can get around the city</p> <p>Strategy 3.2 Provide a safe and efficient Road and pathway network</p> <p>Activity 3.2.3 Implement the footpath and shared pathway program</p>	<p>1,230m of shared pathway, and 4,135m of footpath installed during 2019-20</p>

DISABILITY INCLUSION ACTION PLAN

DIAP FOCUS AREA	DIAP PRIORITY	OUTCOME AND STRATEGY NUMBER	2019-20 PROGRESS
Liveable communities	Finalise and implement the Pedestrian Accessibility Mobility Plan (PAMP) (*subject to funding)	<p>Outcome 3 – We can get around the city</p> <p>Strategy 3.2 Provide a safe and efficient Road and pathway network</p> <p>Activity 3.2.3 Implement the footpath and shared pathway program</p>	Transport for NSW did not provide funding for this in 2019-20. Alternate funding sources for this project will be investigated in 2020-2021.
	Improve accessibility to the river at Tench Reserve	<p>Outcome 4 – We have safe, vibrant places</p> <p>Strategy 4.1 Make our public places safe and attractive</p> <p>Activity 4.1.9 Manage the delivery of Council's major capital projects</p>	This project has been completed.
	Identify opportunities in Council's Sport, Recreation, Open Space, and Play strategy for provision of access and participation that is inclusive and accessible	<p>Outcome 6 – We are healthy and share strong community spirit</p> <p>Strategy 6.1 Provide opportunities for our community to be healthy and active</p> <p>Activity 6.1.6 Manage sport and recreation facilities, programs and services to meet community needs</p>	Penrith's Sport and Recreation Strategy was adopted by Council in April 2020. "Everyone Can Play guidelines" have been embedded in the strategy to guide future playspace design. Council has recently received three Everyone Can Play grants to improve inclusive opportunities at The Carriageway (Glenmore Park), Ironbark Reserve (Cranebrook), and Brian King Reserve (Oxley Park).
Systems and processes	Accessible infrastructure improvements are incorporated into asset management plans	<p>Outcome 7 – We have confidence in our Council</p> <p>Strategy 7.2 Manage our money and our assets to be sustainable now and into the future</p> <p>Activity 7.2.1 Manage Council's assets to minimise risk, reflect lifecycle costs and meet community needs</p>	Boarding points and tactile indicators at six bus-stops in high priority locations (including construction of paths to connect with existing path network) were delivered in 2019-20. Footpath widening occurred at three primary schools in Cambridge Park, Colyton and South Penrith.
	Ensure that the community is aware of Council's Access Committee	<p>Outcome 6 – We are healthy and share strong community spirit</p> <p>Strategy 6.1 Provide opportunities for our community to be healthy and active</p> <p>Activity 6.1.3 Deliver programs and work with government and community organisations to improve health and wellbeing</p>	When writing to the Mayor in early 2020, The Disability Council NSW commended the excellent leadership shown by Penrith City Council, and the Access Committee, on accessibility for people with disability. The Access Committee continued to advise Council on a range of access matters.
	Review the accessibility of Council's front counter	<p>Outcome 7 – We have confidence in our Council</p> <p>Strategy 7.1 Be open and fair in our decisions and dealings with people</p> <p>Activity 7.1.7 Provide a quality customer experience through the contact centre and front counter</p>	The staged process of refurbishment for Penrith Civic Centre has commenced. Expected completion date for this project is mid-2021.

DISABILITY INCLUSION ACTION PLAN

DIAP FOCUS AREA	DIAP PRIORITY	OUTCOME AND STRATEGY NUMBER	2019-20 PROGRESS
Systems and processes	Improve the accessibility of Council's website	Outcome 7 – We have confidence in our Council Strategy 7.4 Keep our community informed about what Council is doing and how they can have their say in decisions that affect them Activity 7.4.1 Keep our community informed about what council is doing	This project was completed in February 2019, and Council staff continue to maintain the accessibility of the website.
	Provide training about accessible documents and access to information across relevant Council services	Outcome 7 – We have confidence in our Council Strategy 7.5. Build our organisation as "Penrith City Council, the place to be" Activity 7.5.2 Build the talents and capabilities of our staff	In September 2019, Council engaged the Centre for Inclusive Design to facilitate training in Creating Accessible Documents in Word, Excel, and PDF format. Twenty staff members have undertaken this training, and resources are being developed that will be available on Council's staff intranet site.
Employment	Undertake projects that support local business to increase employment of people with disabilities	Outcome 6 – We are healthy and share strong community spirit Strategy 6.1 Provide opportunities for our community to be healthy and active Activity 6.1.3 Deliver programs and work with government and community organisations to improve health and wellbeing	The Nepean Jobs For All (NJFA) project was completed in September 2018. Extensive information about NJFA is available on Council's website.
	Council's "Equal Employment Opportunity" (EEO) management plan includes an objective to increase the number of people employed by Council with disability	Outcome 7 – We have confidence in our Council Strategy 7.5. Build our organisation as "Penrith City Council, the place to be" Activity 7.5.1 Promote our values of Respect, Being Accountable, and Innovation	Council's 2020 traineeship program employed two trainees who identified as having a disability.



COMPLIANCE CHECKLIST

INFORMATION	LEGISLATION	DETAILS	PAGE REF.
Environmental Agreements	Act s 54P(1)	Include particulars of any environmental upgrade agreement entered into by the council	N/A
Special Rate Variation	Special Rate Variation Guidelines* (SRV Guidelines) 7.1	Report on activities funded via a special rate variation of general income including: <ul style="list-style-type: none"> reporting requirements set out in the Instrument of Approval projects or activities funded from the variation outcomes achieved as a result of the project or activities 	118
Rates & Charges	Local Government (General) Regulation 2005 (Reg), cl 132	Amount of rates and charges written off during year	131
Overseas Visits	Reg cl 217(1)(a)	Details, including purpose of overseas visits by councillors, council staff or other persons representing council (including visits sponsored by other organisations)	98
Councillor Expenses	Reg cl 217(1) (a1) (i), (ii), (iii), (iv), (v), (vi), (vii), (viii)	Total cost during the year of the payment of expenses of, and the provision of facilities to, councillors in relation to their civic functions. Identify separate details on the total cost of: <ul style="list-style-type: none"> provision of dedicated office equipment allocated to councillors telephone calls made by councillors attendance of councillors at conferences and seminars training of councillors and provision of skill development interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors expenses involved in the provision of care for a child of, or an immediate family member of, a councillor 	88
Contracts	Reg cl 217(1) (a2) (i), (ii)	Details of each contract awarded for amounts greater than \$150,000 including: <ul style="list-style-type: none"> name of contractor (except employment contracts – contracts of service) nature of goods or services supplied total amount payable 	127
Legal Proceedings	Reg cl 217(1) (a3)	Summary of the amounts incurred by the council in relation to legal proceedings including: <ul style="list-style-type: none"> amounts incurred by council in relation to proceedings taken by or against council (including out of court settlements) summary of the state of the progress of each legal proceeding and (if finalised) the result 	91
Works on Private Land	Reg cl 217(1) (a4) & Act s 67, 67(2)(b)	Include resolutions made concerning work carried out on private land, including: <ul style="list-style-type: none"> details or a summary of any resolutions made under section, and details or summary of any work carried out, where the charge is less than the approved fee, the proposed fee to be charged and the total amount subsidised by council 	122
Financial Assistance Grants	Reg cl 217(1) (a5) & Act s 356	Total amount contributed or otherwise granted to financially assist others	112

COMPLIANCE CHECKLIST

INFORMATION	LEGISLATION	DETAILS	PAGE REF.
Delegated Functions	Reg cl 217(1) (a6)	Statement of all external bodies that exercised functions delegated by council	88
Controlling Interests	Reg cl 217(1) (a7)	Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest	89
Council Participation	Reg cl 217(1) (a8)	Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which the council participated during the year	89
Equal Employment Opportunity	Reg cl 217(1) (a9)	Statement of activities to implement its EEO management plan	79
General Manager Remuneration	Reg cl 217(1) (b)(i), (ii), (iii), (iv), (v)	Statement of the total remuneration package of the general manager including: <ul style="list-style-type: none"> total value of the salary component of the package total amount of any bonus, performance or other payments that do not form part of the salary component total amount payable by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the general manager may be a contributor total value of any non-cash benefits for which the general manager may elect under the package total amount payable by way of fringe benefits tax for any such non-cash benefits 	99
Senior Staff Remuneration	Reg, cl 217(1) (c) (i), (ii), (iii), (iv), (v)	Statement of the total remuneration packages of all senior staff members, expressed as the total (not of the individual members) including: <ul style="list-style-type: none"> total value of salary components of their packages total amount of any bonus, performance or other payments that do not form part of salary components of their packages total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of the may be a contributor total value of any non-cash benefits for which any of them may elect under the package total amount payable by way of fringe benefits tax for any such non-cash benefits 	99
Companion Animals	Reg cl 217(1)(f) Companion Animals Guidelines* (CA Guidelines)	Detailed statement, prepared in accordance with such guidelines as may be issued by the Director-General from time to time, of the council's activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the Companion Animals Act 1988 (CA Act) and the Companion Animal Regulation 2018, including: <ul style="list-style-type: none"> lodgement of pound data collection returns with the OLG (Survey of council seizures of cats and dogs). lodgement of data about dog attacks with the OLG. amount of funding spent on companion animal management and activities. community education programs carried out and strategies the council has in place to promote and assist the desexing of dogs and cats. strategies in place for complying with the requirement under s 64 of the CA Act to seek alternatives to euthanasia for unclaimed animals. off leash areas provided in the council area detailed information on fund money used for managing and controlling companion animals in its area 	132

COMPLIANCE CHECKLIST

INFORMATION	LEGISLATION	DETAILS	PAGE REF.
Stormwater Management	Reg cl 217(1)(e)	A statement detailing the stormwater management services provided (if levied).	121
Capital Projects	OLG Capital Expenditure Guidelines*	Report on certain proposed capital works projects where a capital expenditure review had been submitted	131
Carers	Carers Recognition Act 2010 (CR Act), s 8(2)	Councils considered to be 'human service agencies' under the CR Act (provide services directed at carers and/or people being cared for by carers) must report on compliance with the CR Act for the reporting period.	N/A
Disability Inclusion	Disability Inclusion Act 2014, s 13(1)	Information on the implementation of council's Disability Inclusion Plan and give a copy to the Minister for Disability Services	138
Planning Agreements	Environmental Planning & Assessment Act 1979, s 7.5(5)	Particulars of compliance with and effect of planning agreements in force during the year.	122
Recovery & Threat Abatement	Fisheries Management Act 1994, s220ZT (2)	Recovery and threat abatement plans - Councils identified in a plan as responsible for implementation of measures included in the plan, to report on actions taken to implement measures as to the state of the environment in its area.	N/A
Swimming Pools	Swimming Pools Act (SP Act) 1992, s 22F(2) Swimming Pools Regulation 2018 (SP Reg) cl	Details of inspections of private swimming pools. Include: <ul style="list-style-type: none"> • number of inspections of tourist and visitor accommodation. • number of inspections of premises with more than 2 dwellings. • number of inspections that resulted in issuance a certificate of compliance under s22D of the SP Act • number of inspections that resulted in issuance a certificate of non-compliance under cl 21 of the SP Reg 	67
Public Access - GIPA	Government Information (Public Access) Act 2009, s 125(1) Government Information (Public Access) Regulation 2018, cl 8, Schedule 2	Information included on government information public access activity.	99
Public Interest Disclosure	Public Interest Disclosures Act 1994, s 31 Public Interest Disclosures Regulation 2011, cl 4	Information included on public interest disclosure activity.	103

The following items are also required, are not specifically listed in the OLG Checklist but have other reporting requirements or are recognised as good reporting practice.

INFORMATION	DETAILS	PAGE REF.
Sustainability Initiatives	Summary of sustainability achievements and actions that was carried out during the year	134
Access & Equity Activities	Information and highlights on programs and activities	104
Advocacy	Summary of advocacy activities for the year and key issues / achievements	97
Attendance at Meetings	Summary of councillor attendance at meetings	87
Calendar of Events	Listing of key events hosted and supported by Council during the year	104
Economic Development	Summary of economic development activities for the year and key issues / achievements.	96
Internal Audit	Summary of internal audit approach and key issues / changes for the year	91
Needs of Children	Information on the range of programs and services providing for the needs of children	113
Mayor & GM Message	Messages outlining key achievements and challenges for the year. Mayor = strategic focus, GM = operational focus.	5-6
Our People Information	General information for the Our People chapter, including 'Who are we?', organisational structure, statistics, WHS, EEO and updates to relevant tables. Information on initiatives, events, challenges and highlights for the year	74
Public Addresses at Council	Number of members of the public that addressed Council meetings	87
Risk Management	Summary of risk management and key issues / changes for the year	90
Financial Summary Information	Summary of financial information	12
Fit For The Future	Report on Council's results against the Fit For The Future Measures	119
Community Engagement	Snapshot of Community engagement activities over the year	31

GLOSSARY

Action(s): A resourced critical project or action that will be completed in a 1-2 year timeframe. Actions form part of the annual Operational Plan.

AREAS: Asset Renewal and Established Areas Strategy.

Capital Budget: Council's planned expenditure on purchase, sale or construction of items that will provide benefits in future years.

Capital Projects: Projects, which involve expenditure on capital works.

Capital Works Program: Council's adopted program for the provision of capital projects.

CBD: Central Business District.

CCC: Child Care Centre.

Civil Assets: Includes roads, drainage systems, bridges, traffic facilities, footpaths, cycleways, signs and street furniture.

Community Plan: Identifies the long term aspirations our community want to see delivered in the City over the next 20 years. As the 'big picture' plan for the City, the Community Plan identifies some outcomes that are beyond Council's responsibilities. The Community Plan recognises that others in our community (individuals, businesses, governments and agencies) also contribute to future outcomes.

Community Outcomes: The Community Outcomes are high level objectives or aspirations of the community for the future of our City – the things that define more specifically what the long-term vision for our City will look like. The outcomes are established by the community, through community engagement and feedback on their aspirations for the future of the City.

Community Engagement Strategy: The Community Engagement Strategy outlines how Council engaged with its community and partners in developing the Community Plan. Over time it will be reviewed to outline how Council will ensure regular engagement and discussion with our communities about their needs and aspirations for the City.

DA: Development Application.

Delivery Program: Council's work program over 4 years. The Delivery Program sets out clear priorities, ongoing activities and specific actions Council will undertake, within its responsibilities and capacity, towards achieving the community outcomes in the Community Plan.

Dual Occupancy: Where there are two dwellings on a block of land they are commonly known as a dual occupancy or secondary dwelling. The dwellings in a dual occupancy may be attached or detached.

EEO: Equal Employment Opportunities

Indicators: Assessment methods for determining whether the community outcomes in the Community Plan are being achieved. These are found in the Community Plan.

Integrated Planning and Reporting Legislation and Framework (IPR): The IPR framework for Local Government was introduced in 2009 as an amendment to the *Local Government Act 1993*. These reforms replace the former Management Plan and Social Plan with an integrated framework.

The IPR framework consists of a hierarchy of documents including a long-term Community Strategic Plan, a Community Engagement Strategy, a Resourcing Strategy and a Delivery Program (including Operational Plan) for each elected Council term. The IPR framework was developed to assist Councils to improve their long term community, financial and asset planning.

LEP: Local Environmental Plans (LEPs) are statutory documents that guide planning decisions and manage the way land is used within a local government area. Through zoning and planning controls, LEPs are used to reserve land for open space, schools, transport or other public purpose as well as guide development and protect the environment. An LEP generally comprises of a written instrument and accompanying maps.

LTFP: Long-term Financial Plan.

Operating Budget: A record of annual transactions that are not Capital (see Capital Budget).

Operating Projects: Projects which involve expenditure on services or programs of a non-capital nature.

Operational Plan: Council's annual plan which outlines specific actions, tasks or projects to be undertaken. It includes Council's annual budget.

Performance Measures: The assessment methods to determine the effectiveness of the service and activities detailed in the Delivery Program.

Resource Strategy: Outlines Council's capacity to manage assets and deliver services over the next ten years. The Resource Strategy includes three key elements- a Workforce Plan, an Asset Management Plan, and a long term Financial Plan. To prepare the Resource Strategy, Council determines its capacity and how to effectively manage its finances, the sustainability of its workforce, and the overall cost of its community assets.

Restricted Assets (Reserves): Cash and investments that may only be spent on the purpose for which the money was received.

RFS: NSW Rural Fire Service.

Secondary Dwelling: A secondary dwelling differs from a dual occupancy in that the total floor area of the secondary dwelling cannot be more than 60 square metres. A secondary dwelling may also be attached to, within, or separate from the main dwelling.

Section 7.11: The section of the Environmental Planning & Assessment Act, which allows Council to require developers to contribute to the cost of community facilities, (formerly section 94).

Section 7.11 Plan: The formal plan whereby Council collects contributions under section 7.11, (formerly section 94).

Service Activities: The principal activities that each of Council's services delivers each year and generally accounts for more than 20% of a service's resources delivered over the 4 years of the Delivery Program. The term 'manage' when used in service activities includes coordinating, implementing, reviewing and researching to contemporary standards, up to date.

Stakeholders: Individuals, groups and organisations who have an interest in Council's operations.

Strategies: Strategies are the responses outlining how we will achieve the community outcomes in the Community Plan. Each community outcome must be accompanied by a list of strategies that respond and will be implemented to achieve each community outcome.

Untied Income: Money received by Council that is not required to be spent on any particular program.

WHS: Work Health and Safety

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 दुभाषिया की माँग करें.
ITALIAN	Se non riuscite a leggere questo, contattate il servizio telefonico di interpretariato al numero 131 450 e chiedetegli di contattare da parte vostra il comune di Penrith City al numero (02) 4732 7777 oppure venite in comune e richiedete un interprete.
MALTESE	Jekk ma tistax taqra dan, jekk jogħġbok, ikkuntattja lit-Telephone Interpreting Service fuq 131 450 u itlobhom biex jikkuntattjaw Penrith City Council f'ismek fuq (02) 4732 7777. Jew ejja l-Kunsill u itlob għal interpretu.
PERSIAN	اگر نمی توانید این مطلب را بخوانید، لطفاً به خدمات ترجمه تلفنی به شماره 131 450 زنگ بزنید و از آنان بخواهید با شورای شهر پنریت Penrith City Council به شمار 4732 7777 (02) از جانب شما تماس بگیرند. یا اینکه به شهرداری Council آمده و مترجم بخواهید.
SINGHALESE	ඔබට මෙය කියවීමට නොහැකි නම්, කරුණාකර දුරකථන අංක 131 450 ඔස්සේ දුරකථන පරිවර්තන සේවාව (Telephone Interpreting Service) අමතා ඔබ වෙනුවෙන් දුරකථන අංක (02) 4732 7777 අමතා 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
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