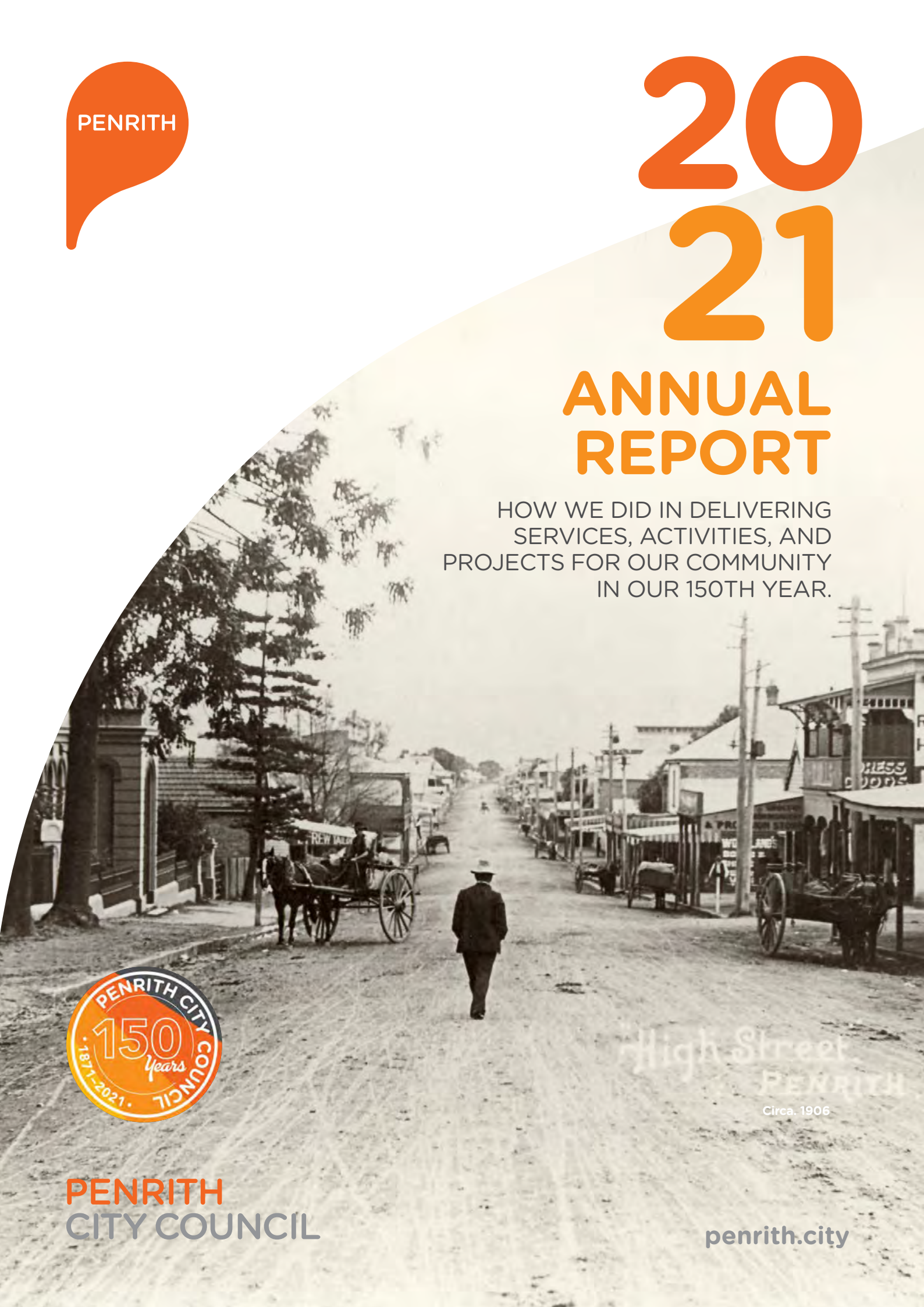




20 21

ANNUAL REPORT

HOW WE DID IN DELIVERING
SERVICES, ACTIVITIES, AND
PROJECTS FOR OUR COMMUNITY
IN OUR 150TH YEAR.



High Street,
PENRITH

Circa. 1906



PENRITH
CITY COUNCIL

penrith.city



INTRODUCTION

ABOUT OUR REPORT

Penrith City Council's 2020-21 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 2020-21 Operational Plan have been the driving documents in focusing Council's activities over the 12-month reporting period from 1 July 2020 to 30 June 2021. 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 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.



BUILD RESPECTFUL RELATIONSHIPS

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



KEEP IT SIMPLE

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



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.

OUR MAYOR'S MESSAGE



Once again, it's been an extraordinary year, one in which Penrith has continued to show its ability to innovate and achieve outstanding outcomes for our communities.

COVID-19 has understandably dominated much of our day-to-day decision making and continues to inform our efforts to make Penrith more resilient to future challenges.

In September, we adopted the Penrith Rising Strong Recovery Plan to accelerate our City's recovery from the pandemic and build capacity into our institutions and community organisations. The Plan was created in collaboration with key city leaders through the COVID-19 Economic and Social Recovery Taskforces. Early actions include the Penrith Proud and St Marys Strong buy-local initiatives, becoming an official Australian Made campaign ambassador and reintroducing COVIDSafe city activations like Lunch Time Tunes and the very popular Penrith Producers event.

Held towards the end of March, Penrith Producers proceeded the worst floods in Penrith since 1961. I'm proud to say that over the course of the emergency Council staff worked tirelessly alongside the State Emergency Service (SES) to keep our community safe and informed.

As always, we continue to consult with our community. Over the past 12 months, residents contributed to preparing for our next 12-year Community Strategic Plan, Resilient Penrith Action Plan, Draft Employment Lands Strategy, Draft Penrith Green Grid Strategy and Draft Delivery Program and Operational Plan. They also provided feedback on City Park, Gipps Street Recreational Precinct, the revitalisation of Soper Place, 131 Henry Street and the Emu Plains Police Cottage.

Following on from this consultation we received approval to restore and convert the Police Cottage into a destinational café, part of our ongoing plans to make the river precinct more vibrant.

In line with these plans, work has started on the \$24 million upgrade of Regatta Park to improve accessibility to the River, create community spaces, increase shade and provide a kiosk for this popular destination.

And, while we were unable to stage our Real Festival on the banks of the river in November, Council created COVIDSafe opportunities for our community to enjoy art

in our city centres through ReAnimate Penrith and our Magnetic Places: Arts & Connection After Isolation program.

Our Neighbourhood Renewal team has also been active this year, working with students from Penrith Public School through the Mayoral Challenge program to redesign the playground in Spence Park, consulting with residents on the Love Llandilo Plan and delivering a range of events through the THINK BOLD Kingswood Place Plan.

In the first half of the financial year, Council celebrated 10 years of Food Organics Garden Organics (FOGO) recycling. Penrith was the first metropolitan council in Australia to introduce FOGO bins and, over the past decade, we've used the resulting compost in local parks, gardens and sports fields and diverted 335,540 tonnes of organic waste from landfill.

In another Australian first, we collaborated with SUEZ, Stillwell Trucks and Mercedes-Benz Trucks to launch Australia's first smart waste collection vehicle in October. The smart vehicle improves pedestrian safety and responds to the need for more manoeuvrability.

In line with this spirit of enterprise and achievement, Council received a number of awards and accolades this year, including the Local Government NSW Excellence in Environment Awards for our Cooling the City Masterclass and the Asbestos Management Award for our work to remediate Steamroller Park, Kingswood. Our Thursday Night Live Lockdown Series received the NSW Local Government Excellence Awards Connected Communities and Regions award, and we received a highly commended in the Community Partnerships category for our Village Café pop up vaccination clinics program.

I feel very privileged to represent the Penrith community and I would like to thank Council's staff and my fellow Councillors for all their efforts over the past 12 months.

KAREN MCKEOWN OAM
MAYOR OF PENRITH

OUR GM'S MESSAGE



This report gives an overview of Penrith City Council's achievements, a breakdown of our finances and how we've responded to challenges over the past 12 months.

I'm proud to say that while supporting our communities through the COVID-19 pandemic and a flood emergency, Council has continued to offer its full range of services and remains financially sound. Our strong financial position and emphasis on financial sustainability means we have once again achieved a budget surplus with overall favourable variations.

The current global health crisis has called for greater agility, and Penrith has risen to the challenge by strengthening our online services, pivoting projects and events and developing innovative programs to support our most vulnerable residents.

Despite current challenges, Council has not lost sight of the future. We continue to work with the Australian and NSW Governments to realise the Western Parkland City and have forged ahead with plans to maximise the potential of Council owned land.

This includes two current projects – Soper Place and 131 Henry Street – which will provide flexible A-grade commercial space, on-site parking, green spaces and retail opportunities.

It also includes our recent acquisition of the former Rocla site, 16 hectares of industrial land in Emu Plains. We bought this site to secure employment land, create more diverse job opportunities and attract investment. The project is expected to provide space for more than 40 businesses and inject \$36.4 million into our local economy each year.

Over the past 12 months, we have continued to deliver projects through our \$125 million Sports, Recreation and Open Spaces Strategy, including an initiative to improve shade in 90 local playgrounds and create a new sports and recreation precinct at Gipps Street, Claremont Meadows. In November, we celebrated extensive upgrades to St Clair Leisure Centre under the strategy.

We also remain focused on delivering cooler, more liveable spaces. In December, Council announced we would plant 5,000 new trees across the City. Half the trees will be planted as part of Council's Cooling the

City Strategy, with the remainder funded by the NSW Government's Greening our City program. In line with these projects and our Strategy, we are revitalising Council's 35-year-old nursery to increase our capacity to propagate local providence plants.

Our work to renew and improve important infrastructure and facilities has not slowed down. We built four bus shelters and worked with Transport NSW to install a further six. We resealed 21.3km of road across the city and constructed 2.4km of pathways. We also constructed five new roundabouts.

Council's Children's Services continues to provide quality care and stimulating education programs to close to 4,000 children aged 0-12 years across 43 services and projects. This year we improved many of our facilities, including upgrading playgrounds at seven centres.

Our Library Service has maintained its reputation as a leader in the field. In September, the service introduced a Library app to provide its members with easy access to the catalogue, events, online study support, library news and more.

Council also continues to support the Joan Sutherland Performing Arts Centre and I'm pleased to say the long awaited Joan Café is entering an exciting phase, the Penrith Regional Gallery and the Penrith White Water Stadium as they navigate our current environment and find new ways to engage with our community and visitors.

On a final note, I'm pleased to say our 2019-20 Annual report received a gold award at the prestigious Australasian Reporting Awards, Celebrating Excellence in Reporting, our sixth consecutive year securing gold.

I look forward to continuing to work with our staff and Councillors over the next year as we realise our vision for Penrith as a safe, vibrant and thriving place to live, work and visit.

A handwritten signature in black ink, appearing to read 'Warwick Winn', written over a horizontal line.

WARWICK WINN
GENERAL MANAGER

150 YEARS OF COUNCIL

HAPPY ANNIVERSARY PENRITH

In 1871, Penrith was declared a municipality and a Council of local elected representatives formed; 2021 marks 150 years since this historic beginning. As we look ahead to the next 150 years – in which Penrith will become a global City in its own right, with world-class parks, well-connected employment hubs and a quality of life second to none – we acknowledge the achievements of our past and of the people whose shoulders we stand on.

The lands we call home have seen agricultural pastures for animals, a penal colony, a vast factory producing ammunition for farflung wars; these lands have been sacred country for the Dharug people for thousands of years. Our City has been home to convicts, who were deported from England and incarcerated at Emu Plains, then made to work in iron-gangs to build the treacherous Zig Zag Road, now known as Old Bathurst Road. Even female convicts were incarcerated at Emu Plains, and no doubt also worked to the bone.

Our location in this pivotal position on the Western Road ensured that Penrith City became instrumental in the history of NSW. It was the construction of the mighty Victoria Bridge (the fascinating history of which featured in the Winter 2020 edition of *Our Place*) that allowed for the gold fields west of the Great Dividing Range to open. As the gold rush unfolded, the amount of traffic into and through Penrith increased exponentially, with hoards of hopeful miners travelling west to try their luck, and many inns, hotels, shops and services springing up to cater to them.

The coming of the railway and Penrith station in the late 1860s were inextricably linked with our district's development. As the area grew in economic importance, the desire for local government began to stir. It took many petitions from local landowners and residents expressing their desire for a voice in matters affecting

them – along with many counter petitions arguing against it – until, on 12 May 1871, the district of Penrith was proclaimed a municipality, announced in the NSW Government Gazette the following day. The population of the Penrith township at that time was 836.

Only men could be elected to Council, and once elected they were called aldermen. The first Mayor was J.J. Riley, a prominent man who lived on a 2,000 acre property at Mulgoa where he bred fine sheep and thoroughbred horses, who served as a local magistrate for over 30 years. Among the other eight aldermen were a local butcher, two publicans – one of whom built the Red Cow Inn – a storekeeper, a farmer and a bootmaker. The local undertaker was appointed clerk.

They set about building the framework of a local government, passing bylaws and introducing improvements to increase public safety, health and wellbeing. At the time there were very few well-formed roads in our district, so installing kerbs and guttering was one of Council's first tasks. They negotiated to receive half the funds from the toll over the Victoria Bridge. And more bridges, drains and culverts were put in place to deal with the drainage problems that plagued the district, which often led to life-or-death situations.

"Cleanliness combined with good drainage is one of the best preventatives," as written by *The Nepean Times* in 1884. Outbreaks of diseases like typhoid, diphtheria and



Council's first Mayor, J.J. Riley

A SECOND BRIDGE

Victoria Bridge changed the fate of Penrith, but by the early 20th Century it was having some problems. Horses were getting spooked by the loud, rattling steam trains, and it was too narrow for one vehicle to pass another. And so, a second bridge was built specifically for trains, and was tested with six of the heaviest locomotives, each weighing 107 tonnes. The Rail Bridge and Victoria Bridge were both incredible feats of engineering, and we still use both of them today.



scarlet fever were often deadly, particularly in the lower lying areas, and more so when residents would leave rubbish in holes and gutters. Sanitary conditions would rapidly improve once Council enacted a series of bylaws to address these problems.

There is a long lineage of innovation in our City: in 1890, Penrith became the first town in the Sydney region to connect to electricity. With much fanfare, Penrith switched on street lights and made electricity available in private homes, only the third town in NSW to do so after Tamworth and Young.

In the early 1920s, when residents were still burying or burning their household rubbish in the backyards, Council introduced a regular garbage collection service.

Waste was taken to a former garbage tip within Penrith Park, and used to build up low-lying grounds. The inspiration for this came from Sydney's Centennial Park, which also used rubbish to build up lower areas. This new garbage removal service improved air quality and the health of residents.

COUNCIL HAS ALWAYS BEEN A STRONG SUPPORTER OF SPORTS IN OUR DISTRICT, CHAMPIONING THE ESTABLISHMENT OF NEPEAN ROWING CLUB IN 1928.

Council's donation of 15 pounds for the establishment of the club caused a stir at the time, leading one alderman to quit in protest, but Council argued that nothing could bring crowds to our River like rowing could.

After the Second World War ended, Penrith Council wanted to establish a free public library. Penrith Mayor Frank Allen visited Mosman Library and was impressed by the benefits and services it delivered to the community, especially to children. So, Council purchased books and shelving, and advertised the position of

AFTER RENTING PREMISES, COUNCIL BUILT ITS FIRST CHAMBERS WHICH OPENED IN 1881



Council was an early champion of education in our district. When female students had their classroom moved into a tent outside Penrith Public School, local representatives fought for funding to build them a proper classroom. The tent was in a freezing hollow, and downstream from the sewage and effluent run-off coming from Penrith town and the local hospital – this stream was known as 'Diphtheria Creek'. The Mayor and local member argued the case and accommodated the girls in Council Chambers until their classroom was built.



Students from Penrith Public school photographed in 1898 in front of the girls' classroom



Margaret Trask (nee Kinsella),
Penrith's founding Librarian

Librarian. Margaret Trask (nee Kinsella), a local woman who had attained a degree in Librarianship before going on to work at the State Library of NSW, was appointed to the role.

Over time, Penrith and our neighbours joined together: in 1949, St Marys, Castlereagh and part of the Nepean Shire amalgamated, joined in 1963 by Emu Plains and Emu Heights. As Penrith expanded, our sense of civic pride grew too – a perfect example of this was the centenary celebrations in 1971.

The 100th anniversary of the municipality of Penrith was honoured with Citywide fanfare. To kick things off, Mayor Ron Mulock AO fired a pistol into the air. A ball was held, and an aquatic carnival on the Nepean River featured canoe races and a demonstration by 'kite-man'. The Nepean District Tennis Association set a new world record for endurance tennis, with a single game



PENRITH POOL PHOTOGRAPHED IN 1962

By 1957, it was clear that local children needed a safer place to learn how to swim than the River. Mayor Bernie Fowler led the efforts to provide this for the community, and in 1962, Penrith Memorial Swimming Pool was officially opened. In 1966, Council opened its second pool in St Marys, with an Olympic-sized pool and a learners' pool.



Electricity was switched on in St Marys in December 1931, which was a hopeful move in the depths of the Great Depression; electricity was crucial for establishing St Marys as the industrial heartland it would become. Mulgoa and Wallacia followed in 1937.

However, many residents needed some convincing to take the step and get electricity connected in their homes. This advertisement, from Penrith Council's Electricity Department, was printed in The Nepean Times in 1940.

lasting for 50 hours. A picnic day at Penrith Showground featured amusement rides, novelty races and a parachute jumper; as the celebrations continued, crowds flocked to art exhibitions, concerts, a flower show, BBQs and fireworks displays. A banner commemorating 100 years was displayed on the front façade of the Council Chambers, which inspired the banner hanging above the entrance to the Civic Centre today.

The 150th anniversary is being celebrated with just as much joy and pride, but in unique circumstances as we continue to navigate a global pandemic. Penrith City Library will be displaying historical artefacts and hosting a series of talks, so if reading this local history has piqued your interest, register to attend an event and delve deeper into Penrith's past. A Civic Reception will be held in July to honour the anniversary, among other achievements and local heroes. Later in the year, a commemorative booklet will be released in a limited print run and will also be available digitally.

Unfortunately we don't have a photograph of Ivy Laurence, who made history in 1949 as the first woman to become an 'alderman' on Penrith Council. She had previously been elected to Castlereagh Council, which was amalgamated with Penrith. As Ivy told *The Nepean Times*, "I feel quite confident of holding my own with the twenty-three men in the Council."

CASTLEREAGH

FIRST ELECTION OF LADY IN DISTRICT.

Mrs. Ivy Muriel Laurence, of London-derry, has put up a record in being the first lady to be elected to any council in the Nepean district, she being returned in the by-election at Castlereagh on Saturday, where the poll was topped by S. J. Dwyer.

The result was announced by the returning officer, Mr. D. Leitch (town clerk), about 10.10 p.m. Figures are:

S. J. Dwyer	382
Mrs. Ivy Muriel Laurence	302
(elected)	
E. B. Andrews	253
Joseph Carter	123

The candidates were present and briefly spokc.

At the monthly meeting of Council on Monday evening, the Mayor (Ald. Blair) welcomed the newly-elected aldermen.

SNAPSHOT OF PENRITH CITY COUNCIL TODAY

- » From our humble beginnings of 836, Council now represents over 200,000 residents
- » For the first time in our history, two women currently lead the Council – Mayor Karen McKeown OAM and Deputy Mayor Tricia Hitchen
- » Innovation is still part of our DNA – Penrith was the first Council in metropolitan Sydney to introduce the Food Organics & Garden Organics (FOGO) waste system

- » Penrith is transforming into a worldclass City that will soon have an international aerropolis on its doorstep
- » Council is delivering numerous Cityshaping projects, including City Park, Soper Place, the upgraded Regatta Park, and many more to enhance our lifestyle and increase access to employment hubs, transport and green spaces

**CELEBRATE OUR HISTORY AT
PENRITH.CITY/150YEARS**

The 150th Anniversary celebrations were a highlight for the 2020-21 financial year. The Library Research Services Team worked closely with Council's Communications Team to provide features highlighting Penrith Council's vibrant history. An array of photos, historical items, and documents were on display at Penrith Library and in the Civic Centre's foyer area for our community to enjoy, while a collection of historical photos of the Penrith Local Government Area were posted via Flashback Friday posts on Facebook, Instagram, Twitter and LinkedIn pages. The historical photos and video generated wide community interest, comments and responses.

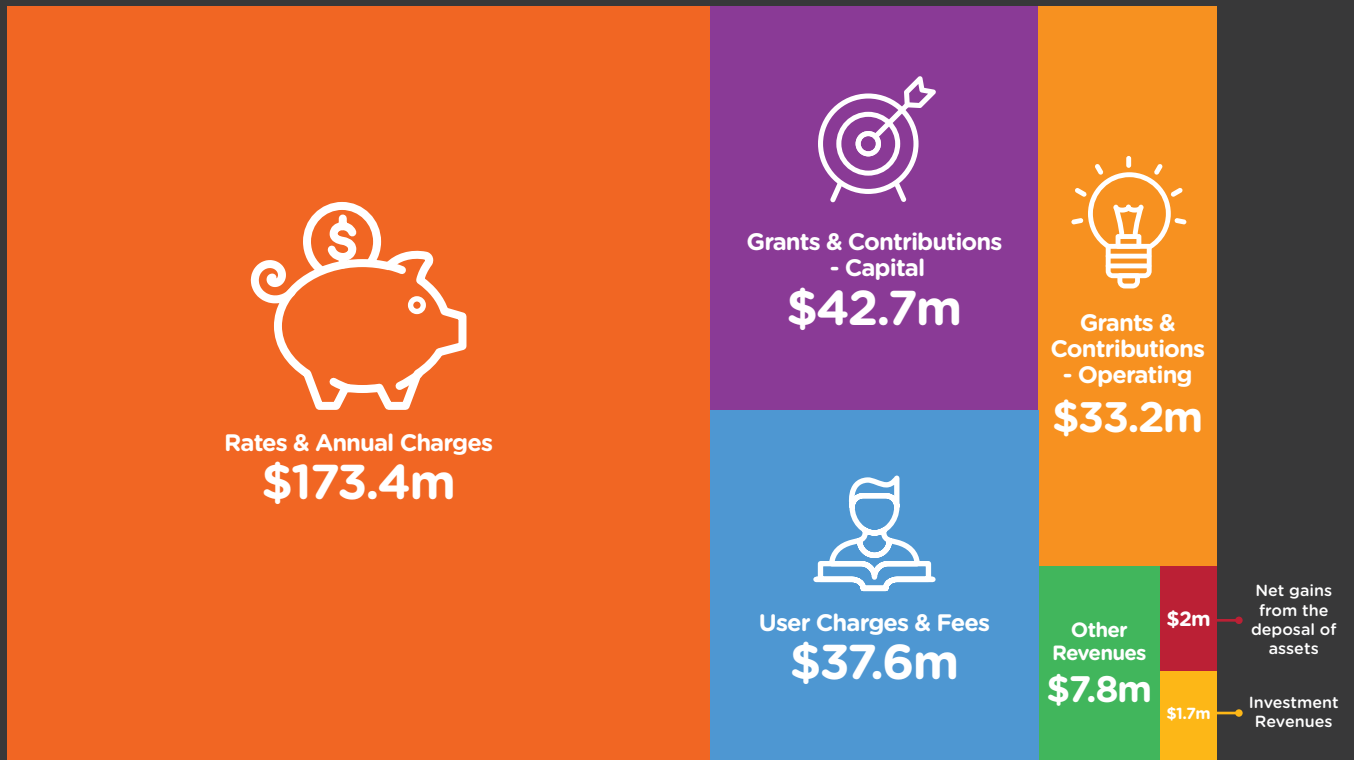
As Council and our Library were preserving and celebrating their rich history, library services were also at the forefront with technological changes and advancements. Since its inception Penrith Library has embraced technology through building and managing a library system, self-serve checkouts and adapting the latest commercial systems and applications such as online catalogue, RFID technology, Monitor system and web printing.

Our Library app was a newly added resource to the various communication tools used to engage with the public. The library app was officially launched in September 2020. By June 2021, the app has been downloaded and actively used by 11,000 users. The library app is used to store library membership cards, renew items online, place a reserve, check the library catalogue, book a library event or access eBooks, eMagazines and online databases. Our Library app is like a mobile library in your handbag or pocket anywhere, anytime.

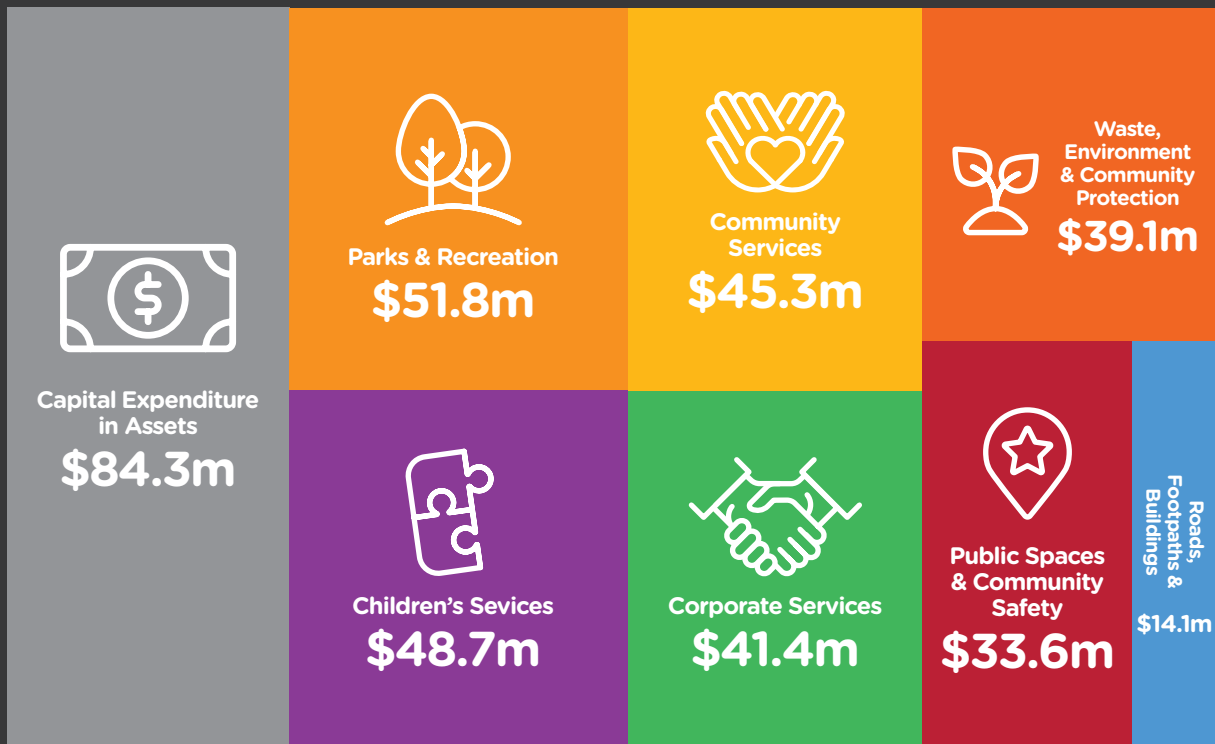
In June 2021, a total of
467 clicks, 359 reactions
were offered to
36.47K impressions
were recorded for
36 posts



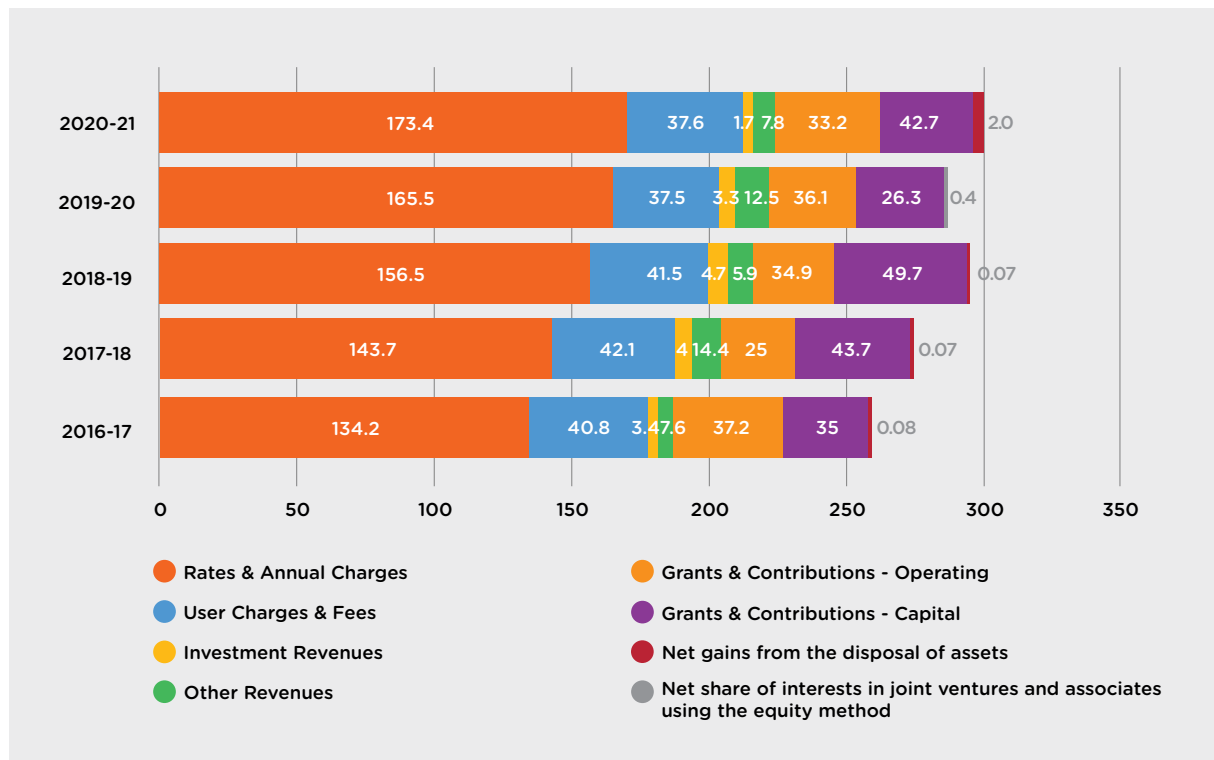
Where does our money come from?



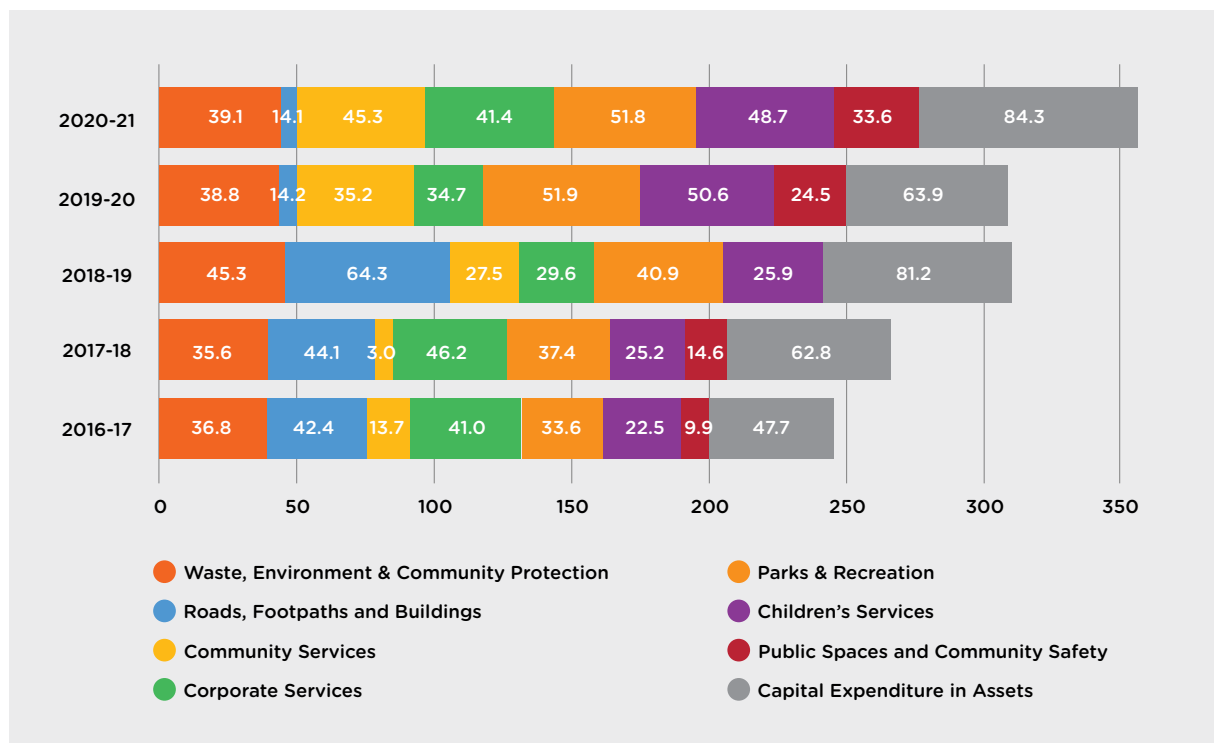
Where does our money go?



Comparison of income over 5 years (\$m)



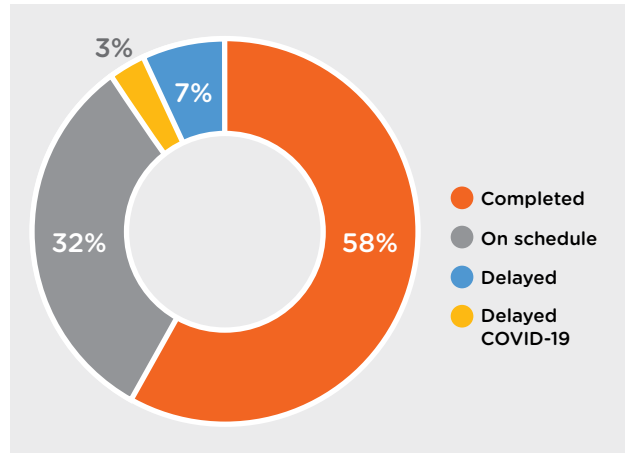
Comparison of expenditure over 5 years (\$m)



HOW DID WE DO?

OUR PROJECTS

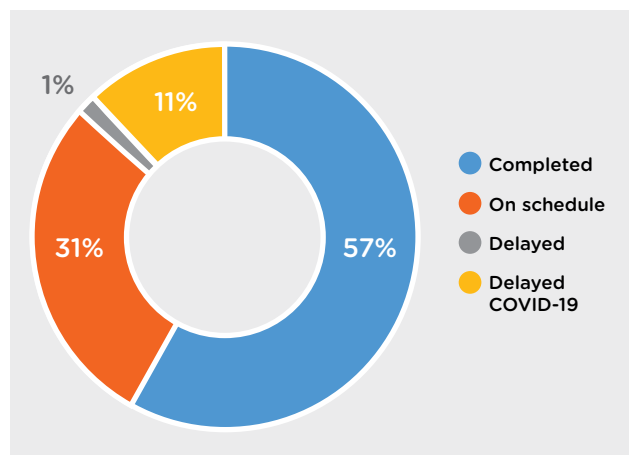
At the end of the 2020-21 financial year, 90% of Councils reportable projects (Capital and Operational) were on track or complete, with 3% experiencing some delay due to COVID-19, and a further 7% experiencing other delays. Although we do our best to anticipate what needs to be done each year, unexpected 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.



YEAR	2016-17	2017-18	2018-19	2019-20	2020-21
Completed	56%	51%	32%	59%	58%
On schedule	29%	34%	46%	32%	32%
Delayed	14%	15%	22%	1%	7%
Delayed COVID-19				8%	3%

OUR OPERATIONAL PLAN ACTIONS

At the end of June 2021, almost 57% of reportable 2020-21 Operational Plan actions were reported as completed, just under 31% identified as on schedule for completion, 11% were experiencing some delay due to COVID-19, and a further 1% were experiencing other delays.



YEAR	2016-17	2017-18	2018-19	2019-20	2020-21
Completed	44%	25%	54%	56%	57%
On schedule	54%	68%	30%	22%	31%
Delayed	2%	7%	16%	4%	1%
Delayed COVID-19				18%	11%

OUR BUSINESS IMPROVEMENT AND INNOVATION INITIATIVES

In the past 12 months, the Business Improvement team has been continuing to work across the organisation on key organisational wide priorities.

The continuation of the Customer Experience Transformation program saw the team work with varied functions to undertake a review of their current processes. These reviews aimed at improving the way these services are delivered to the community and to our customers, applying the Customer Promise principles to the desired processes to be implemented. The reviews covered:

- Animal services
- Abandoned vehicles
- Bookings of recreation and sporting fields
- Illegal Burning
- Overgrown Properties
- Parking

Throughout the last 12 months, COVID-19 restrictions have varied while undertaking these reviews, and the team has seamlessly pivoted to completing them both in person and virtually, identifying 179 improvement actions.

In March, we saw the opening of the refurbished foyer at the Penrith Civic Centre. The Business Improvement team partnered with Meld studios and the Customer Experience team to undertake a significant review into the face of our Council. The review aimed at improving our customer's experience when interacting with Council and identified 17 concepts to be implemented into the design. The implemented design brought to life improved wayfinding, self-service areas, a contemporary and café style design, as well as varied seating options for customers and areas for more detailed conversations.

More recently, an organisational priority relating to an internal staff engagement survey has seen the team undertake a significant number of workshops across the organisation. These workshops have had more than 250 participants and generated a large amount of information which will assist in developing a key organisational wide improvement action plan.

Internally we have continued to maintain and uplift the capabilities of staff across the organisation by training staff on how to capture and improve their business processes. We saw the Property Development team identify process improvements within their own team and worked with stakeholders to develop a robust process for road closure applications. The Filming in Penrith page on our website was also the result of an improvement project, mentored by the Business Improvement team in its infancy. An improved application process, and access to information, for customers to undertake when filming in our community is another key example of how our initiatives continue to put the customer at the heart of what we do.



HOW DID WE DO?

OUR AWARDS AND RECOGNITION

During 2020-21, Council's efforts and achievements have been recognised in numerous ways.

NSW Department of Education's Early Childhood Educators Award

Council's 2020 Educator of the Year award recipient, Larissa Moore, was announced as the winner of the 2021 Educator of the Year Award at Channel 7News Young Achiever Awards.

The Awards acknowledge and promote the positive achievements of all young people aged up to 29 years in NSW and the ACT.

Larissa, a Penrith local, has been an early childhood educator with Council since 2015 and currently works as the Director at Stepping Stones Children's Centre, St Clair. During her career, Larissa has actively implemented a child-led curriculum that supports the emotional and social development of children. She also strongly advocates for children to feel a greater sense of autonomy and power within themselves.



NSW Local Government Excellence in the Environment Awards

Climate Change Adaptation - Winner

Council's Sustainability and Resilience team won the Climate Change Adaptation category of the LGNSW Excellence in the Environment Awards for its Cooling the City Masterclass event. Held in February 2020, the sold-out event featured international, national and regional experts, who explored practical solutions to the challenge of urban heat in the context of our changing climate.



Collectively the presenters put forward practical case studies from cities undertaking this work, the business case and the need for action across all sectors, the leading planning approaches directing the state, and the latest research providing the evidence to evolve best practice.

Asbestos Management – Highly Commended

Council's City Services department received recognition for Asbestos Management at Local Government NSW's Excellence in the Environment Awards. Council's submission was based on the remediation of Steamroller Park. 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.

NSW Local Government Professional Excellence Award

Connected Communities and Regions - Winner

Council's popular Thursday Night Live - Lockdown series received this award in the Connected Communities and Regions category. The weekly one-hour livestream music event featured local performers playing live from a Penrith based studio to deliver a quality, safe entertainment experience at home. The purpose was to provide support, employment and live engagement for the community to connect whilst advocating for local business and community services during the lockdown. The series received over 50,000 performance views from people tuning in from across the globe.

Community Partnerships – Highly Commended

Council's Village Café is a place to grow community connections, reduce social isolation and support wellbeing. During the height of the COVID-19 lockdown, the program pivoted to provide 116 residents with free flu vaccinations, 150 emergency food relief packages to vulnerable people and engage directly with communities to further understand the impact of the pandemic.

Australasian Reporting Award (ARA)

Annual Reporting – Gold Award

Council was awarded a Gold Award by the ARA for its 2019-20 Annual Report. This is the sixth consecutive year our Annual Report has been awarded a Gold Award for reporting excellence.



Western Sydney Community Forum Zest Awards

Outstanding Project Working with Aboriginal Communities in Western Sydney award - Winner

Council won this award for our Nations in Cultural Exchange Circle project. Council's team worked with

Aboriginal artist Jai Pittman on this project which was held in Kingswood Park and took young Aboriginal people on a powerful learning journey through song, dance, visual arts and storytelling.

Outstanding Project Promoting Social Cohesion and Community Harmony - Highly Commended

Council received a highly commended award for our FORMATIONS project pilot. FORMATIONS was a six-week program to empower young women to actively participate in the decision-making process and to become agents of change to foster social cohesion and community harmony.

Australian HR Awards

Employer of Choice (Public Sector and Not for profit) - Excellence Award

Council was awarded an Excellence Award at the 2021 Australian HR Awards under the category of Employer of Choice (Public Sector & NFP). The category celebrates the industry-leading efforts of organisations across the country in the wake of the COVID-19 pandemic. Led by our People and Culture Department, Council's success over the last year in this category includes our White Ribbon Accreditation program, Finding Balance initiative and Dive In Leadership program.

Environmental Health Excellence Awards

NSW Environmental Health Team of the Year – Highly Commended

Council received recognition in the Environmental Health Excellence Awards with a Highly Commended in the NSW Environmental Health Team of the Year category, as well as our Trainee Environmental Health Officer, Stevie McCormack, scoring the NSW Environmental Health Student of the Year award. The awards showcase the achievements, success and innovation of environmental health officers within the profession and the wider community.

HOW DID WE DO?

RECOGNISING OUR COMMUNITY

COMMUNITY AWARD WINNERS

Local Celebration Awards

Penrith City Council's inaugural Local Celebration Awards replaced and refreshed its long-standing Australia Day Awards program and continues the tradition of recognising people who make a positive difference in our community.

In this first year of Local Celebration Awards, eight outstanding recipients were chosen across four award categories - Citizen of the Year, Young Citizen of the Year, Local Heroes, and Community Service - from a long list of high calibre nominees.

The 2021 Penrith Citizen of the Year is Kristine Gauci. Kris is cofounder and current Chair of Our Community Cares for Penrith and former Community Chair of the Cancer Council's Relay for Life. Through Our Community Cares she has sourced food donations for Penrith Community Kitchen, coordinated hampers for financially vulnerable residents and Christmas gifts for aged care residents who receive limited visitors and run a program to connect isolated older residents to local high school students. She has also worked tirelessly to establish and fund a sensory room for Nepean Hospital's dementia ward and raised funds for chemotherapy chairs for Nepean Cancer Care Centre.

The 2021 Penrith Young Citizen of the Year is 16-year-old Daena Madon. Daena joined the Penrith division of St John Ambulance when she was just 11 years old. Now in year 11 at Penrith Anglican College, she continues to serve the division as a Cadet Corporal and volunteers her time at events such as Penrith's Christmas Tree Lighting and ANZAC day parades. Daena gives back to her community in diverse ways, from convincing her family to raise a Guide Dog puppy and growing her hair to donate to a charity that supports children with alopecia, to designing covers for and contributing to the Lions Club of Emu Plains newsletter and raising money for the Salvation Army's Red Shield Appeal.

The 2021 Mayor's Local Heroes are Marzi and Cathy DeSanti, and Gloria Lenon.

Marzi and Cathy De Santi are known as "the dynamic duo" in the community of Thornton where they have contributed to a wide range of projects to make residents feel welcome, bring people together and keep them informed. Marzi initiated and helped established the thriving Thornton Community Garden and is actively involved in gardening projects for people with disabilities at Mamre House and Cana Farm. He has inspired games and family picnic days, Thornton's Moon Festival celebrations, clean up days and much more. Cathy gives up to 30 volunteer hours a week to community development in Thornton. This includes helping to establish the Thornton Community Group, organising workshops and forums, coordinating the Good Neighbour and Thornton Welcomers programs. She also established a program of pocket park picnics and the monthly Thornton Pop Up Village Tea Room.

Gloria Lenon was named a Mayor's Local Hero in recognition of her 15-year contribution to Nepean Legacy and Nepean War Widows' Guild. Gloria is the long-standing President of both groups and has provided outstanding support to members. She has helped guide them through challenging times and improved the quality of life of many war widows in our City.

The 2021 Community Service award recipients are Robert Rayner, Mike Allen and Veronica Nou.

Robert Rayner was nominated for this award by five different community members, one of whom said he "makes Kingswood a community!". Robert is the administrator of the Kingswood Area Community Facebook page which informs local residents of news and events. He volunteers his time and energy to keep the streets and neighbourhood clean and makes sure the community pantry is in order and well stocked.

Since retirement from the social housing sector, Mike Allen has devoted his time to community boards. He is Deputy Chair of the Afford Disability Service, Chair Elect of Wentworth Community Housing and a board member of the Aboriginal Hostels Limited, NSW Aboriginal Housing Company. However, Mike was primarily nominated for this award for his role as volunteer handyman for The Haven Nepean Women's Shelter.

Veronica Nou was nominated for her outstanding contribution to the Oxley Park community. This includes her role in establishing The Good Connections project to support lonely, isolated or disengaged members of the community. Veronica, who comes from a refugee background, also volunteers her time to the charity Mums4Refugees and was an inspiring guest speaker at Council's Refugee Week and International Women's Day events.

Australia Day Honours

Eric Easterbrook of Emu Plains was awarded a Medal of the Order of Australia (OAM) for his service to the community, particularly to war widows and their families through his long association with Legacy.

Eric joined Legacy in 1981 after joining the Royal Australian Air Force (RAAF) and has been a member of the Nepean Legacy Division since 1983. He was President of Sydney Legacy from 2014 to 2016 and has been the Vice-Chair of Legacy Australia since 2019.

However, Eric's dedication to our community goes far beyond his work with Legacy. When Eric and his family moved to Emu Plains in the 1980s, he became a committee member of the local soccer and Little Athletics clubs and a foundation member of the Emu Plains Lions Club, of which he is a former Secretary and President. He is Chair of the Emu Plains Uniting Church property committee and was a volunteer bus driver for Edinglassie Retirement Village for 35 years. He has also volunteered with the NSW National Parks and Wildlife Service and Blaze Aid.

Eric has made an outstanding contribution to our city over many years, and I would like to congratulate him on receiving this well-deserved honour.

Wallacia resident Jody Grima received a Public Service Medal for outstanding public service to the community through Service NSW.

Jody is the Executive Director, Service Delivery at Service NSW. Over her 20-year public service career, Jody has driven significant reforms that have delivered outstanding outcomes for the people of NSW. She was involved in creating the vision for what is now Service NSW and her team led the launch of Service NSW Mobile Service Centres in 2019, providing every town in the state with access to government services. She also led the Customer Care function that has supported communities directly impacted by the 2019/20 bushfires and COVID-19.

Queen's Birthday Honours

Barry Costa was awarded a Medal of the Order of Australia in the 2021 Queen's Birthday Honours list. Barry was awarded an OAM for his service to the Penrith community through rugby league.

Barry is a South Penrith resident and has been a volunteer member of the Brothers Penrith Junior Rugby League Club since 1983. Over the past 38 years he has held many roles within the club, from Treasurer to coach and, since 2014, he was acted as the Brothers Penrith Try Time Coordinator. Try Time is a fantastic program that trains children with additional needs to play rugby league and enjoy the friendship and sense of achievement that comes from playing sport.

Since moving to South Penrith in 1976, Barry has also volunteered with St Nicholas of Myra Catholic Church and Nepean Food Services meals on wheels program.

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), Mulgoa (1893), Castlereagh (1895), 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

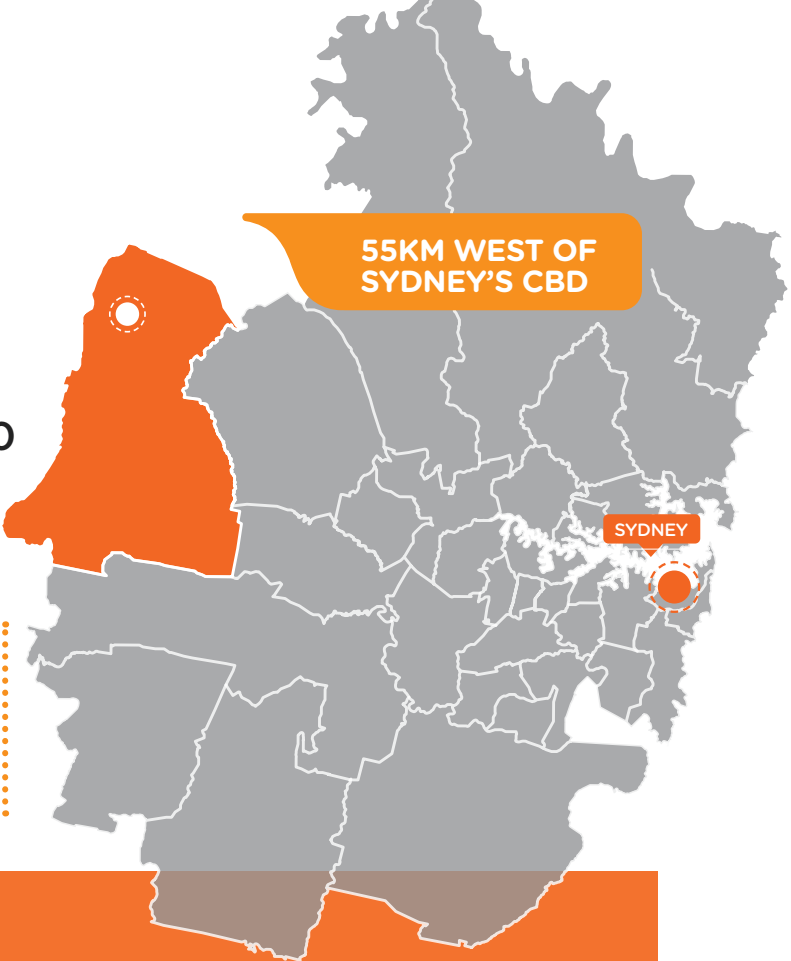


OUR SERVICES

- Provision of, management of, maintenance of, and construction of:
 - civil assets
 - recreational areas, public and open spaces
 - Council buildings and facilities
 - Council controlled cemeteries
 - aquatic leisure centres and facilities
- Provision of, and management of waste and resource collection services
- Advocates to other levels of government
- Planning for the future of the city
- Communication and engagement with customers and the community
- Provision of sustainability initiatives, programs and education
- Management and development of property
- Supporting local emergency management services and contributing to public safety
- Promotion and marketing of the city
- Provision of community activities and events
- Provision of a development assessment, certification and approval service
- Provision of compliance and regulatory functions, including animals and illegal dumping
- Protection and enhancement of the environment
- Provision of children services
- Provision of library service
- Provision of floodplain planning
- Provision of traffic management, parking and road safety planning for the city
- Provision of corporate functions to ensure the organisation runs efficiently and effectively and abides by all legislative requirements

PENRITH AT A GLANCE

POP. EST CURRENT: 216,000
 POP. BY 2031: 260,000
 AREA: 404km²



1.3 million
ANNUAL VISITORS

<p>71,036 HOMES </p>	<p>26,266 BUSINESSES</p>
<p>19% of dwellings are medium or high density</p>	<p>6 INTERNATIONAL PARTNERSHIPS </p>
<p>47.8HA of City Centre land owned by Council</p>	<p>KNOWN COMPANION ANIMALS 26,600 CATS  85,000 DOGS </p>
<p>LAND USE 80% Rural and Rural-Residential 20% Urban</p>	<p>38.5% COUPLES WITH CHILDREN </p>
<p>4% of our population identify as Aboriginal or Torres Strait Islander</p>	<p>Median Resident Age 34 28% RESIDENTS AGED UNDER 20</p>
<p> 58% of Penrith's workforce are local residents</p>	<p>\$7.79 BILLION GROSS REGIONAL PRODUCT 1.6% OF NSW</p>

KEY FEATURES



38 SUBURBS
PROCLAIMED
A CITY IN 1959

3 ELECTORAL
WARDS
15 Councillors
(5 per ward)

38
SOLAR POWER
systems across Council
owned facilities



COUNCIL-RUN
CHILDCARE
FACILITIES

Approx.

4,000

children enrolled in
childcare centres and
projects

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



67
SCHOOLS

- » 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



LIBRARIES

710KM
OF FORMED
FOOTPATHS



1,208KM
OF SEALED
ROAD PAVEMENT

164
car parks

Achieved a **59%**
diversion of resources
from landfill during
2020-21, collecting...



40,038 TONNES
of Food Organics and
Garden Organics (FOGO)
and...



16,488 TONNES
of recyclables



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 December 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.

NORTH WARD

- Cr Aaron Duke
- Cr Kevin Crameri OAM
- Cr John Thain
- Cr Marcus Cornish
- Cr Ross Fowler OAM

SOUTH WARD

- Cr Karen McKeown OAM
- Cr Mark Davies
- Cr Jim Aitken OAM
- Cr Kath Presdee
- Cr Brian Cartwright

EAST WARD

- Cr Greg Davies
- Cr Robin Cook
- Cr Todd Carney
- Cr Bernard Bratusa
- Cr Tricia Hitchen

OUR MAYOR



**Councillor
Karen McKeown
OAM**

**South Ward
Councillor**

Cr Karen McKeown OAM was elected to Council in 2004, 2008, 2012 and 2016, served as Mayor in 2015-2016 and was again elected as Mayor on 28 September 2020. She also served as Deputy Mayor in 2006-07 and in 2019-2020.

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 as Vice President of 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, a Director of Local Government NSW and Australian Local Government Association, and Director and Deputy Chair of Active 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.

OUR DEPUTY MAYOR



**Councillor
Tricia Hitchen**

**East Ward
Councillor**

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, and again on 28 September 2020.

Cr Hitchen has been a member of Council's Access Committee for 9 years, including as Chair for the last 5 years. She is also a member of the Local Traffic Committee and the St Marys Town Centre Board. She is a volunteer Director of The Haven Nepean Women's Shelter and vocal on issues of family and domestic violence. As the mother of a special needs child, Cr Hitchen is a strong advocate for people with disabilities, accessibility and equity.

A long-term resident of the East Ward, Cr Hitchen has worked hard with her local communities to achieve positive outcomes. She was instrumental in the funding and development of the Brisbane Street Park in St Marys and worked with Council to achieve better outcomes in the Oxley Park area. Cr Hitchen fought for the upgrades to the St Clair Dog Park and is working hard for a dog park in Claremont Meadows. Cr Hitchen also lobbied Council for adult changing spaces in the Penrith and St Marys CBDs.

Working with the community of Kingswood, Cr Hitchen helped establish the food and book pantries in Wainwright Park, Kingswood. Cr Hitchen is also a strong supporter of Council's Village Café program.

North Ward Councillors

Councillor Ross Fowler OAM

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 2018-2020. 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 represents Council on CivicRisk Mutual Ltd, (formerly Westpool) – the local government insurance and risk management mutual – since 1991 and Chairman of the Board of Directors.

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 a 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 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.

Councillor Marcus Cornish

Cr Marcus Cornish represents Council on various committees including Floodplain Management Australia, as Deputy Chair of 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 Cramer OAM

Cr Kevin Cramer 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 is also a Justice of the Peace.



He has lived in the local area since he was six years old and is actively involved in many local committees and groups, including Chairperson for Council's Flood Committee since its inception. Cr Cramer is a life member and former Deputy Captain of the Llandilo brigade of the Rural Fire Service, life member of Llandilo P&C, member of the Nepean District Historical Society and was President of Cranbrook High P&C for six years.

Cr Cramer 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 Cramer is committed to representing the interests of the residents of Penrith.

Councillor John Thain

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 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 2016-18, 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 works in the Allied Health, Disability Sector.

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

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

Cr Robin Cook was elected to Penrith Council at a by-election in May 2018. Cr Cook has lived in the Penrith area for 39 years and her family's association with Penrith spans many generations. Her great uncle was elected to Penrith Council in 1936.



As a former registered nurse and carer for a parent with disabilities, Cr Cook has a keen interest in the health and wellbeing of the community. She is a Council representative on the Access Committee and is passionate about ensuring Penrith is an accessible and equitable community.

As a member of Council's Resilience Committee, Cr Cook is a committed advocate for sustainability and has a keen interest in maintaining the balance between development and the protection of our environment, particularly the Nepean River. She is also a member of the Local Traffic Committee, the Multicultural Working Party and is on the board of the Nepean Community College representing the Member for Londonderry.

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 Todd Carney

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

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

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

Cr Bratusa 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.

Cr Bratusa 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

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. Previously, Cr Davies was Chair of the Penrith Valley Community Safety Partnership and was on the Board of the Whitewater Stadium and Ripples Aquatic Centre. 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

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 has provided 25 years of continual service to the community, including a term as Mayor in 2008-09 and Deputy Mayor in 2010-11 and 2013-14. He has lived in the local area for 50 years and is a patron of many sporting and other organisations.

He is also a successful businessman, operating his own group of companies named the Jim Aitken Group, which includes 8 real estate offices and 3 restaurants, employing over 100 people. He has previously represented Council on a range of boards and committees including Western Sydney Regional Organisation of Councils (WSROC) and Penrith Whitewater Stadium. He is a Director on the boards of Penrith Valley Economic Development Corporation. He is also a member of Council's Senior Staff Recruitment committee and 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

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

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 Tanya Davies MP, Member for Mulgoa. In his spare time, he enjoys photography and playing the guitar.



Councillor Kath Presdee

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 ensure Penrith is a strong and resilient city; in particular by attracting and retaining smart and sustainable jobs and supporting our community.



OUR COMMUNITY'S VOICE

How we're communicating

ONLINE

penrithcity.nsw.gov.au

OUR PLACE
eNewsletter

Social Media:
Facebook, LinkedIn,
Twitter, Instagram

EMAIL

Online DISTRIBUTION
Workshops LIST

yoursaypenrith.com.au

LOCALLY

OUR PLACE
Print Newsletter

Walk in service at
Penrith City Council,
St Marys Library,
St Clair Library and
Penrith Library

RADIO

ROADSIDE
PROMOTION
POP-UP
INFORMATION
BOOTHES

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

NEWSPAPER

PAVEMENT
DECALS

Posters &
Postcards

City-wide flyer
distribution to
76,000 households



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:

- 131 Henry St
- Resilient Penrith Action Plan
- Erskine Park Urban Reinvestment
- Craig Ross Bridge naming
- Mamre Road contributions plan
- Penrith Panthers Precinct – Road works agreement
- St Clair Dog Park
- The Joan 2020 community survey
- Amendment to Penrith Citywide Section 7.12 Development Contributions Plan for non residential development
- Aerotropolis Development Contributions Plan
- 2 Tench Avenue Jamisontown
- Penrith Proud Business Directory
- Tench Reserve
- Cranebrook Flood Study
- Penrith Developer agreements policy
- Voluntary Planning Agreement for 33-43 Phillip Street, St Marys
- Planning Proposal for seven sites at Reynolds Road and The Driftway, Londonderry
- Emu Plains Overland Flow Flood Study
- Soper Place Revitalisation
- Penrith Stories
- Waste Campaigns
- Youth Action Plan
- Love Llandilo
- City Park



OUR COMMUNITY'S VOICE

EVENTS AND PROGRAMS

Reimagine Ageing

Engage and celebrate older people in Penrith through a series of grant funded local celebration events, activities and workshops on exercise, healthy eating and cooking, digital literacy and navigating support services.

The program was well received by local residents following the 2020 lockdown where social isolation was of particular concern for older people.

Live, Work, Play Grid

The Department of Planning, Industry and Environment (DPIE) funded Live, Work, Play Grid project sought to deliver upon the big ideas from the Think Bold Kingswood Place Plan with a focus on working with local women on the following objectives:

- Strengthen neighbourhood interaction in public spaces
- Trial activating street and public spaces for new uses and play
- Encourage safe streets and active transport with a focus on women's engagement
- Foster social and ecological health

A 1.2km grid like trail was enhanced with wayfinding and placemaking elements to activate the heart of Kingswood and connect a series of public green spaces along a key route between the train station, Nepean hospital, and local traders. Streetscape improvements were co-design based on engagement and input from local women.

Formation Womens Leadership Training

Build the capacity of young women in Kingswood as local leaders and equip them with skills to make a difference in their community.

Nations in Cultural Exchange Circle

Engage young people in Kingswood Park on a learning journey into Aboriginal culture and co-design new public artworks for Illawong Ave Reserve.

Penrith Mayoral Challenge, Spence Park Penrith

Engage with local people and residents to co-design a new park for the local community.

Village Café

Engage with residents to identify what support, info or activities would support local community wellbeing to provide an opportunity for social connection, and to connect residents with local services providers.

International Women's Day

Celebrate International Women's Day (IWD) and raise the profile of issues impacting women through 15 IWD events which were held in Penrith in collaboration with local community services.

Good Neighbour

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

City Renewal

Actively engage with business within the Penrith City Centre, St Marys Town Centre and Kingswood traders areas.

Disability Snapshot Engagement

Understand what key information stakeholders in Penrith would find useful in relation to people with disability to assist with service planning and delivery.

What does home mean - Youth Week Forum

Identify key issues facing young people at risk of homelessness and what support can best assist.

Youth Week 2021

Engage and celebrate young people in Penrith through a series of grant funded local celebration events and activities.

Penrith Rising Strong - COVID-19 Social and Economic Recovery Taskforces

Work in partnership with local business and community leaders to support Penrith's recovery from COVID-19.

Penrith Health Action Plan

Bring key Health stakeholders together to collaborate on health initiatives for Penrith.

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 2021-22

LOCAL CHARM
Floodplain Risk Management Studies & Plans

COMMUNITY STRATEGIC PLAN
Playground Upgrades

DOG PARKS
WINTER SPORTS FACILITY
131 Henry Street

CITY STRATEGY
Planning Proposals & Agreements
GREEN GRID STRATEGY
Employment Lands Strategy

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 2020-21, please refer to the December 2020 and June 2021 Organisational Performance Reports located on Council's website.

OUTCOME 1

We Can Work Close to Home

✓ COMPLETED ▶ ON TRACK ● AT RISK ✗ OFF TRACK

ACTION	DESCRIPTION	PROGRESS
✓ 1.1.1a	Develop a concierge service to support people wanting to locate their business in Penrith	The Concierge Service has been implemented to service investment leads generated through The Quarter Prospectus Campaign.
✓ 1.1.1b	Advance the State Government's proposal to roll out a 5G pilot that includes Penrith	5G Heads of Agreement signed. Stakeholder engagement continues to identify a 5G pilot site for Penrith.
✓ 1.1.2a	Prepare a business case to examine ways to help manufacturing businesses in Penrith be ready for the opening of Western Sydney International Airport	Focus has been on strengthening the local manufacturing industry. An Export Capabilities Webinar was held in March 2021 with Regional Development Australia and Export Australia. The Webinar featured industry, trade, government, export and finance experts to support local manufacturing businesses considering exporting, or those who are exporting and are considering expanding or diversifying. Future focus on the manufacturing industry will continue through the broader economic development program.

ACTION	DESCRIPTION	PROGRESS
✓ 1.1.2b	Progress the actions from the 2019-20 Mayoral Job Summit	A number of achievements have been made including delivery of Productivity Bootcamp, an Export Capabilities Webinar, active participation on the Advisory Committee for the Skilling and Employment Centre. Council has also presented at the Sydney Greater West Jobs and Skills Taskforce meeting in 2021 and has partnered with the Schools Industry Partnership (SIP) for the Inspiring the Future program.
✓ 1.1.4a	Coordinate a review of the Our River Masterplan and Plan of Management	An audit and review of the Our River Masterplan has been completed. Several priority projects continue to be designed and delivered to help create an active and vibrant river. A review of the Plan of Management is underway.
✓ 1.1.4b	Set a framework to transition the City Park project from concept design to delivery	The project was transitioned from planning phase to delivery with an agreed set of parameters in place to manage the project.
▶ 1.1.5a	Complete an audit of potential enterprises in key industry sectors and launch a targeted campaign to increase their awareness of Penrith as a place to invest	A specialist agency has been appointed to conduct an audit of potential enterprises in key industry sectors. Work is underway on the corporate brand refresh and marketing strategy project. This work is expected to be completed by December 2021. The New West Marketing Implementation Plan was presented to Council in February 2021 and will be updated in 2022 based on the brand work currently underway.
✗ 1.1.5b	Conduct market research into the lifestyle offering required to attract new workers from key industry sectors	Quotes were sought from suitable agencies to conduct market research into key industry sectors. Responses were significantly higher than budget permits. Staff are currently considering a refinement of the project scope to meet budget.

OUR PERFORMANCE

OUTCOME 2

We Plan for Future Growth

✓ COMPLETED ▶ ON TRACK ● AT RISK ✗ OFF TRACK

ACTION	DESCRIPTION	PROGRESS
✓ 2.1.1a	Adopt first review of Penrith Local Environmental Plan 2010 and start second review of Penrith Local Environmental Plan 2010	Council prepared an LEP Review Phase 1 Planning Proposal which aligned LEP 2010 with the planning priorities set in the Greater Sydney Commission's Greater Sydney Region Plan – A Metropolis of Three Cities and Western City District Plan. The LEP Review Phase 1 Planning Proposal was submitted to the Department of Planning, Industry and Environment on 31 August 2020 and was made on 31 March 2021. The second review of the LEP has now commenced.
▶ 2.1.1b	Finalise a draft comprehensive review of the Penrith Development Control Plan (DCP)	A comprehensive review of the DCP has begun. This work will be completed in three stages. Stage 1 involved minor housekeeping amendments to the DCP and was endorsed by Council on 10 August 2020. Stage 2, which involves a comprehensive review of the DCP, has commenced. Work has included holding a large number of workshops with internal stakeholders and reviewing best practice controls. A Councillor Briefing was held on 8 March 2021 to introduce a number of proposed changes to the DCP. A draft DCP is expected by the end of the year.
▶ 2.1.7a	Develop structure plans and subsequent strategies for the North South Rail Corridor and East West Economic Corridor	Following the endorsement of the Interim East West Corridor Strategy by Council in April 2020, work has progressed towards Places of Penrith which is our strategic planning framework including our centres, green corridors, housing, jobs and transport.

ACTION	DESCRIPTION	PROGRESS
▶ 2.1.7b	Work with government to release the Penrith Multi- User Depot site for sale to support jobs growth in Penrith City Centre	A tri-government working group was established to develop Strategic Objectives for the site to ensure its development supported jobs growth in the city centre. A project plan was developed to ensure that the City Deal commitment milestones were met. The Department of Defence has been working closely with Council to develop a Planning Proposal that meets the strategic objectives of the site.
▶ 2.1.7c	Work with the NSW Government to develop a strategy to manage South Creek	Council continues to work with State Government to plan for South Creek. Consideration of work underway by Infrastructure NSW to plan the South Creek Corridor in the context of the Greater Penrith to Eastern Creek Corridor planning work.
▶ 2.1.7d	Continue the preparation of the Centres Strategy	An Interim Centres Strategy was endorsed by Council on 27 April 2020 for the East West Corridor including a structure plan for East West Economic Corridor and draft structure plans for Penrith, Kingswood, Werrington and St Marys. Following announcement by State Government confirmation of station locations, work is now underway on a strategy for the North South Corridor, the Scenic Corridor and the centres in the LGA.
✔ 2.2.1a	Facilitate the implementation of the short-term actions in the Local Strategic Planning Statement (LSPS)	Council endorsed the Final LSPS on 23 March 2020. Most of the short-term actions were implemented through the LEP Review Phase 1 Planning Proposal. The Planning Proposal was submitted to the Department of Planning, Industry and Environment on 31 August 2020 for plan making. The Plan was made on 31 March 2021. The remaining short-term actions and medium-term actions will be implemented through future LEP Reviews.

OUR PERFORMANCE

ACTION	DESCRIPTION	PROGRESS
▶ 2.2.1b	Review and update the planning controls for Penrith City Centre	Council is undertaking a review of the Penrith City Centre including a comprehensive review of planning controls, preparation of a Transport Management Plan and Parking Strategy. Council completed an initial review of the city centre and this will be incorporated into the broader strategy work known as the Places of Penrith. A report on the Transport Management Plan based on a detailed traffic modelling was also completed. A draft Parking Strategy was prepared to determine future parking needs. The Parking Strategy will inform recommendations for the Penrith City Centre and DCP controls
▶ 2.3.1a	Continue to implement our Advocacy Strategy for the Greater West Metro and Castlereagh Connection infrastructure projects	Sydney Metro Western Sydney Airport Environmental Impact Statement was exhibited late 2020. Council made a submission and raised several matters including the location of stations along the rail corridor. Council continues to work with Sydney Metro in the delivery of the rail line which is set to open in 2026. A joint research project with Blacktown City Council on the Castlereagh Connection and staging benefits has been completed.
✓ 2.3.1b	Formalise an implementation framework for the advocacy program	A review has been undertaken which led to identifying emerging advocacy needs and the need for a more strategic and policy led approach. New position created and realigned to sit within the City Strategy department to better meet business needs at this time.
▶ 2.3.2a	Implement recommendations from the Development Contributions Review	Council has continued to work on a review of its contributions planning framework. The following actions from the project plan have been completed: Preparation of s7.11 Template; Preparation of s7.12 plan for Penrith LGA; Preparation of a Voluntary Planning Agreement Policy and updated Works in Kind Policy; community facilities review.
✓ 2.3.2b	Adopt a s7.12 contributions plan for non-residential development	Council endorsed a citywide s7.12 contributions plan for non-residential development in July 2020, after community consultation.

ACTION	DESCRIPTION	PROGRESS
▶ 2.3.2c	Adopt a s7.12 contributions plan together with Liverpool City Council for the Aerotropolis	Council, in conjunction with Liverpool City Council, prepared a Development Contributions Plan for the Western Sydney Aerotropolis Precinct, in order to deliver local infrastructure to support the precinct. The plan was on public exhibition until January 2021. A number of submissions have been received to date and are currently being reviewed.
▶ 2.3.2d	Adopt a Voluntary Planning Agreement and Works in Kind Policy	As a result of the Development Contributions Review a policy to guide the negotiation of planning agreements and works in kind agreements was prepared, involving council staff and industry feedback. The policy was adopted by Council at its Ordinary Meeting of 30 November 2020.



OUR PERFORMANCE

OUTCOME 3

We Can Get Around the City

✓ COMPLETED ► ON TRACK ● AT RISK ✗ OFF TRACK

ACTION	DESCRIPTION	PROGRESS
✓ 3.3.2a	Put a process in place to make the most of the new parking sensor technology	1,529 parking bay sensors have been installed across the City, and a reporting framework for key parking indicators is now in place. Using the real-time data captured by the electronic parking sensors, we have been able to gain valuable information about turn over, usage, occupancy and compliance. This data allows evidence based decisions to be made about parking management and informs our parking strategy implementation. The data is used regularly by our traffic engineers and parking/ compliance officers.
✗ 3.3.3a	Finalise detailed design for the Soper Place development	The design is currently under review to ensure DA feedback is incorporated. The detailed design will be finalised following the DA determination.
► 3.3.3b	Review and update the traffic and parking controls for Penrith City Centre	The Penrith Core Centre Transport Management Study and Plan is complete. This work has identified the road upgrade infrastructure works and the apportionment model for the road infrastructure based on future land use in the Penrith City Centre. The review/ development of a Parking Policy and Strategy for Penrith City Centre to cater to future parking demands within the City based on projected growth is completed in technical report form. This policy has recommended future parking controls for Penrith City Centre and will be the subject of a future briefing.

OUTCOME 4

We Have Safe, Vibrant Places

✓ COMPLETED ▶ ON TRACK ● AT RISK ✗ OFF TRACK

ACTION	DESCRIPTION	PROGRESS
✓ 4.1.4a	Finalise Regatta Park Stage 1 design	Final tender package for road design was finalised and sent to TfNSW and Project Verifier for review and certification. Final tender package for the landscape design was finalised.
✓ 4.1.5a	Continue to deliver strategies identified within the Community Safety Plan	A number of strategies have been delivered under the Community Safety Plan 2018-21 this reporting period. This includes actions aligned with Public Space Safety, Domestic and Family Violence and Community Cohesion and Resilience. As we near the end of the current Plan, staff are scoping suitable community consultation and engagement approaches to help inform Council's community safety strategies for the next three years.
✓ 4.2.1a	Deliver targeted activation programs in both St Marys and Penrith City Centres	The Penrith Producers event was delivered on the 26 March 2020 in High Street to activate the city centre with live music, food and drink from 6-10pm. This was successfully delivered to support local business and promote night time activity in Penrith with over 1,000 people attending. Harmony Day, Refugee Day and Make Music events had to be cancelled due to health restrictions and weather conditions. We continued to support the delivery of the Town Centre Corporations Triennial Plan implementation. Fortnightly meetings were held with the town centre corporation managers to continue ongoing engagement within our city centres.
✓ 4.2.2a	Finalise the Kingwood Place Plan and start delivery of priority actions	The Kingswood Place Plan was adopted by Council on 9 November 2020. Following adoption of the Plan a number of projects were delivered including the gateway arts project and creative lighting installation in Red Cross Park, Kingswood.

OUR PERFORMANCE

ACTION	DESCRIPTION	PROGRESS
▶ 4.3.2a	Undertake Neighbourhood Renewal activities in Llandilo to develop an action plan	Council delivered the Love Llandilo community engagement project, with over 900 residents reached in a combination of both online and face to face engagement methods, including a suburb wide postal survey to 472 households, a Your Say Penrith webpage and online survey, engagement with residents at 5 Village Café events, engagement with residents through 8 Village Charm arts workshops, 2 Community Engagement events, meetings with community groups and social media engagement. Council received more than 150 survey responses. A community engagement report has been prepared and actions for the Llandilo Community Plan are currently being finalised. Once finished, a report will go to Council.
● 4.3.3a	Develop a project model to increase resilience across a range of Neighbourhood Renewal communities	Over the reporting period, progress was made in developing a place-based model for building community resilience. An online vulnerability mapping tool was created to assist with identifying areas of Penrith most vulnerable to shocks and stressors. The March 2021 flooding provided valuable information regarding the impact of these events and identifying vulnerability in the community. The timing of the pilot project delivery was changed in order to align with the endorsement of the Resilience Action Plan, and is now expected to be completed by 30 June 2022.

OUTCOME 5

We Care for Our Environment

✓ COMPLETED ▶ ON TRACK ● AT RISK ✗ OFF TRACK

ACTION	DESCRIPTION	PROGRESS
▶ 5.2.3a	Implement a reduce, reuse and recycle waste communications strategy	<p>In the past 12 months the following campaigns were successfully delivered: Go Plastic Free, Love Food Hate Waste, The Waste Spot (Council's online portal), Waste – Let's get it sorted, 10 years of FOGO, (1 year Rural FOGO in 2020-21), Children's Engagement, Right Waste, Right Place (Chemical CleanOut, E-waste, Sharps), Community Recycling Centre, Never Waste a Chance, Extra Christmas services and Litter Prevention.</p> <p>The most successful campaigns were the E-waste drop off event and the Chemical CleanOut event. Total attendees for the E-waste event was 976, collecting 24,239 kgs. Total attendees for the Chemical CleanOut was 1,255 over two days, collecting 46,923 kgs. This was due to the vast communications via Council's channels, traditional media, paid media and the support of the community.</p>
✓ 5.3.4a	Develop the Resilient Penrith Action Plan	<p>The process to develop the Resilient Penrith Action Plan has been completed. The final document was endorsed by the Resilience Committee in May 2021, and the Resilient Penrith Action Plan adopted by Council on 28 June 2021. The Resilient Penrith Action Plan will now be embedded into the IP&R Framework and a Resource Plan and Evaluation Plan developed.</p>

OUR PERFORMANCE

OUTCOME 6

We Are Healthy and Share Strong Community Spirit

✓ COMPLETED ▶ ON TRACK ● AT RISK ✗ OFF TRACK

ACTION	DESCRIPTION	PROGRESS
✓ 6.1.2a	Undertake a review of the Disability Inclusion Action Plan	COVID-19 restrictions have resulted in Council being asked to develop a bridging Disability Inclusion Action Plan (DIAP) for 2020-21. This was completed in partnership with the Access Committee. One of the deliverables of the bridging DIAP was developing a Penrith Disability Snapshot, which collates data from various sources to assist with development of the next Penrith Disability Inclusion Action Plan (DIAP). At the June 2021 Access Committee meeting, the committee received information about the planned community consultation process for the Disability Inclusion Action Plan.
✓ 6.1.3a	Start construction of fields and amenities at the western end of the Kingsway Sporting Complex	Action completed with works having commenced on the fields and amenities.
✓ 6.1.3b	Build a new amenity building in Mark Leece Oval, St Clair	Project was completed as per scope. The project involved the demolition of the existing site amenity block and the construction of a larger amenity block set out in the same location.
✗ 6.1.3c	Deliver two synthetic fields in Jamison Park	Works are proceeding with the installation of the shock pad and the synthetic turf, which are the remaining activities to complete the project. COVID-19 has caused delays in bringing expert installation staff from interstate.

ACTION	DESCRIPTION	PROGRESS
✓ 6.1.5a	Undertake request for quote (RFQ) process for a new Library Management System and complete the implementation of the new system	The contract with Civica for the Spydus Library Management System (LMS) was reaching its end of contract period. A request for quote was developed with three submissions being received. Library and ICT staff thoroughly reviewed the submissions and Civica's Spydus LMS was selected as the preferred respondent for the next 5-year contract period. Two key aspects for the team were compatibility with Council systems/networks and the web catalogue design and accessibility.
✓ 6.1.6a	Finalise the five-year operational model for Council's nursery	A five-year operational model for the nursery was developed.
✓ 6.2.1a	Commence development of the City wide Community and Cultural Needs Study	The Community and Cultural Needs Study report has been finalised with feedback from internal stakeholders. This Study developed a suitable framework to identify the need for community and cultural facilities in Penrith City to 2036. The identified need provides a basis for community engagement in 2021-22 to develop a strategy for facility provision into the future.
▶ 6.2.2a	Undertake a review of the grants Council provides to the community	An analysis has been prepared of current funding grants and subsidies alongside an aggregation of evidence based best practice approaches to ensuring equitable access and transparent processes for determining and allocating grants and subsidies. Two reports have been provided to Councillor Briefing Meetings on 3 May and 7 June 2020 to outline and update on the review process.
▶ 6.2.3a	Facilitate the development of a new approach to referral pathways that support better outcomes for the community	This project is a requirement of funding from NSW Department of Communities and Justice. Progress has been made in securing support from 6 local organisations to work in partnership through a community of practice to improve service delivery and referrals in Penrith.

OUR PERFORMANCE

ACTION	DESCRIPTION	PROGRESS
▶ 6.2.4a	Develop a 10-year plan for the delivery of the REAL Festival	A draft of the 10-Year Plan for Real Festival is complete and was presented to a Councillor Briefing on 19 April 2021. Further briefings are scheduled for early in the next quarter. The 10-Year Plan will put in place a strategy to continue the development of the festival so it not only remains Penrith's flagship event but it grows significantly with our community over the coming decade.
▶ 6.3.1a	Review the international partnerships program	A consultant was engaged mid 2020 to conduct an international partnerships review. Consultation occurred with a number of stakeholders across Council, the Penrith International Friendship Committee and a variety of local community and business stakeholders. Benchmarking with other Councils also occurred. This element of the review is complete. A report is now being prepared that considers the benefits of our existing partnerships, identifies new opportunities to be explored with existing partners, highlights the potential for relationships with new partners and a governance framework. This will be reported to the new Council.
✔ 6.3.2a	Start development of a new Cultural Action Plan	The project plan has been developed, stakeholders identified with initial engagement underway, and an outline drafted.

OUTCOME 7

We Have Confidence in Our Council

✓ COMPLETED ▶ ON TRACK ● AT RISK ✗ OFF TRACK

ACTION	DESCRIPTION	PROGRESS
✓ 7.1.2a	Undertake a Delegations Awareness Campaign	The delegations form was completed, updated and included in all Workforce forms to ensure delegations are captured at an early stage and before the fact. A new page on iConnect was developed which includes comprehensive information about delegations.
✓ 7.1.2b	Undertake a Fraud and Corruption Awareness Survey	Survey were completed and results are being reviewed.
✓ 7.1.14a	Complete procurement process to engage a contractor for the digitisation of the applications archive (Building/Development)	Procurement process to engage a Contractor for the digitisation of Council's application records was completed. Reported to Council on 28 September 2020.
✓ 7.1.14b	Appraise for disposal 25% of the non-application records held at the archives	This was completed with 25% achieved.
▶ 7.2.8a	Complete procurement training sessions across the organisation	As at 30 June 2021, 50.3% of required staff had completed the training.
● 7.2.9a	Update Asset Management Plans for all asset classes	Asset Management Plans have been prepared but areas of improvement have been identified. A consultant has been engaged to assist in all Asset Management Plans being updated by December 2021 to work in with Integrated Planning and Reporting requirements.

OUR PERFORMANCE

ACTION	DESCRIPTION	PROGRESS
✗ 7.2.9b	Review key asset management processes, including acquisition and disposal	Council is seeking to engage a consultant to assist in delivering this action. This action relates to acquisition and disposal of major assets including development of several key sites across the Penrith Local Government area. It is anticipated that this work will be completed in the second half of 2021.
✓ 7.2.9c	Develop the 2021-22 asset renewal programs for the buildings, parks, drains, roads and pathways	The asset renewal programs were provided for inclusion in the 2021-22 Operational Plan which was adopted by Council in June 2021.
✓ 7.2.9d	Participate in the development of uniform engineering design standards	The Western Sydney Planning Partnership signed off on the Western Sydney Engineering Design Manual in March 2021.
✓ 7.3.2a	Start the End of Term Report	Work on the End of Term Report has commenced. The End of Term report will be presented to the final meeting of the outgoing Council.
✓ 7.3.4a	Deliver three initiatives to improve customer experience	Council has successfully implemented online services for a waste management portal, city presentation requests and bulky waste removal requests.

ACTION	DESCRIPTION	PROGRESS
✓ 7.3.4b	Start development of a data strategy	The Data & Analytics Strategy was delivered in draft form and reviewed by the core Council team and a wider 'influencer' group of staff. Feedback from the reviews was incorporated into the document and the final was delivered to Council. The document contains a set of short, medium and long term priority actions to implement the Strategy within Council. These included actions to make Council data/information more accessible to the public. As required by the contract, assistance was provided to Council staff to create a Business Case for the implementation of the recommended actions. Council Officers prepared a draft business case which was provided to Council's ICT Manager.
▶ 7.3.4c	Review the functionality and appearance of the corporate website (penrith. city)	We have started making improvements to the Online Services page and the user journey by reducing the number of steps needed to reach the service from 5 steps, to 2 steps. This improved user experience should result in more people finding what they need, more easily, with a flow-on effect of an increase in people self-servicing online, and a reduced need to contact the customer service centre for further assistance
✓ 7.3.4d	Finalise roll out of the field services mobility program and deliver initial training	Transition to 'Business as Usual' is now complete. The Field Services Mobility functionality is now operational across all crew members, co-ordinators and teams.
✓ 7.4.1a	Deliver a seasonal newsletter to all residents in the Penrith LGA	Council's Our Place (Community Newsletter) continues to be a popular means to share news from Council and about our City with the local community. Four editions for 2020-21 have been distributed (Spring 2020, Summer 2020, Autumn 2021 and Winter 2021). The community has responded well to the format and editorial style content.

OUR PERFORMANCE

ACTION	DESCRIPTION	PROGRESS
✓ 7.4.2a	Finish talking to our community to understand the issues to be addressed by the new Community Plan	Engagement to inform the new Community Plan has been running in stages over the past 18 months. To build on information already received, we ran a 5 week social media campaign with a short survey each week, covering the topics identified as important to our community through previous engagement. These topics were "Managing Growth", "Assets", "Leadership", "Community" and "Environment". We received a total of 1,490 individual responses across the 5 weeks. This information, combined with what has been previously collected, will be presented to the new Council following the election and used to inform the development of the next suite of Integrated Planning and Reporting documents.
✗ 7.4.2b	Respond to the findings of the Integrated Planning and Reporting Audit	The recommendations of the Integrated Planning and Reporting Audit are being addressed as opportunity arises through the preparation of reports and documents. All reporting recommendations have been implemented with improved processes continuing to be tested. Implementing the recommendations around the Resourcing Strategy by 30 June 2022 are currently off track due to delays with preparation of the Asset Management Plans and Workforce Strategy, which in turn impact the long term financial plan.
✓ 7.4.2c	Start preparation of the new suite of Integrated Planning and Reporting documents	We have commenced a review of the Community Plan in response to information gathered through community engagement. This will continue with the identification of new strategies and activities following the Council election in December.

ACTION	DESCRIPTION	PROGRESS
<p>✓ 7.4.3a</p>	<p>Review the use of indicators around community wellbeing and organisational performance and culture</p>	<p>New organisational performance indicators were adopted as part of the 2020-21 Operational Plan and tested during the year. Overall the indicators provided useful information, however 2 were modified slightly before inclusion in the 2021-22 plan which was adopted on 28 June 2021. The process of preparing a complete new set of Integrated Planning and Reporting documents has started which will include ensuring indicators are developed to accurately measure our progress and performance.</p>
<p>✗ 7.4.3b</p>	<p>Integrate business planning with other relevant corporate processes and strategic goals</p>	<p>Initial works have started to develop a Business Planning Framework and integrating Business Plans into planning and reporting processes.</p>



OUTCOME 1

We Can Work Close to Home

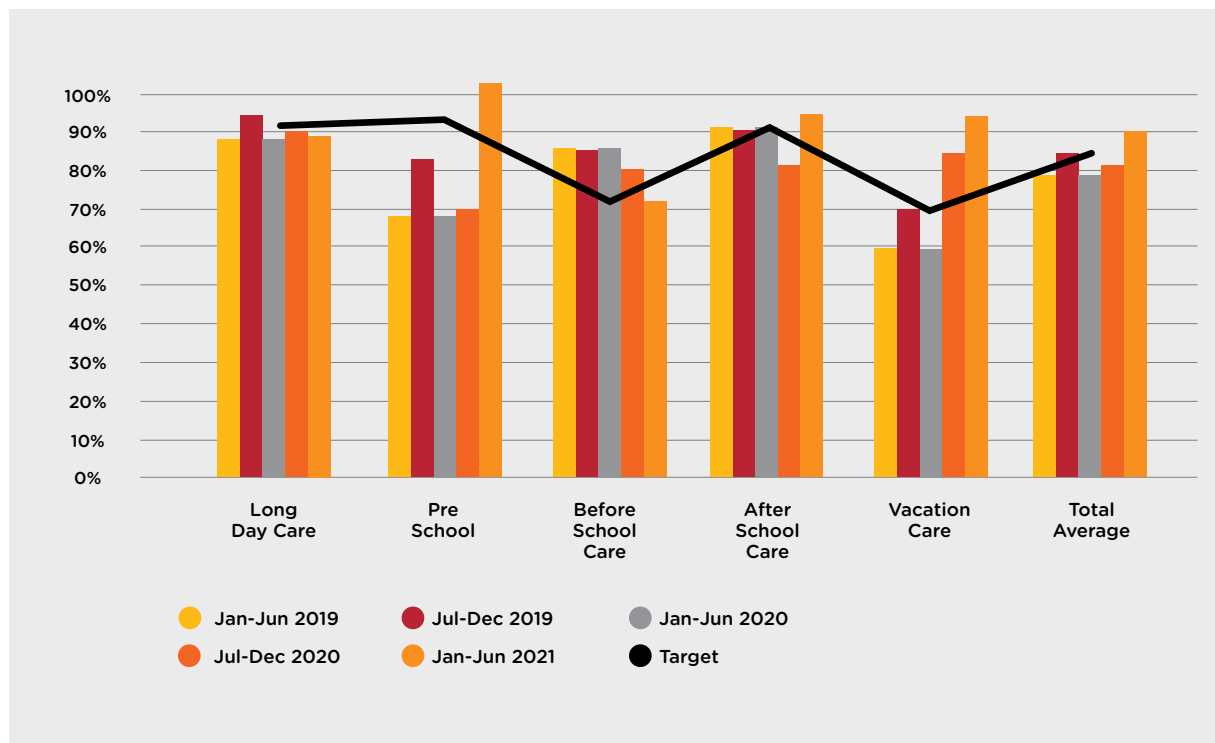
Helping our community find a local job that suits them.

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 childcare centres

This indicator tracks 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

This helps Council track whether the programs run in our libraries are popular and meet community needs.

Adult Programs

Penrith Library has run nine educational and recreational workshops and talks for adults during 2020-21, with a total of 95 adults attending. All these programs were offered in a hybrid mode face to face and/or online depending on the COVID-19 restrictions at the time of events.

These workshops and talks include:

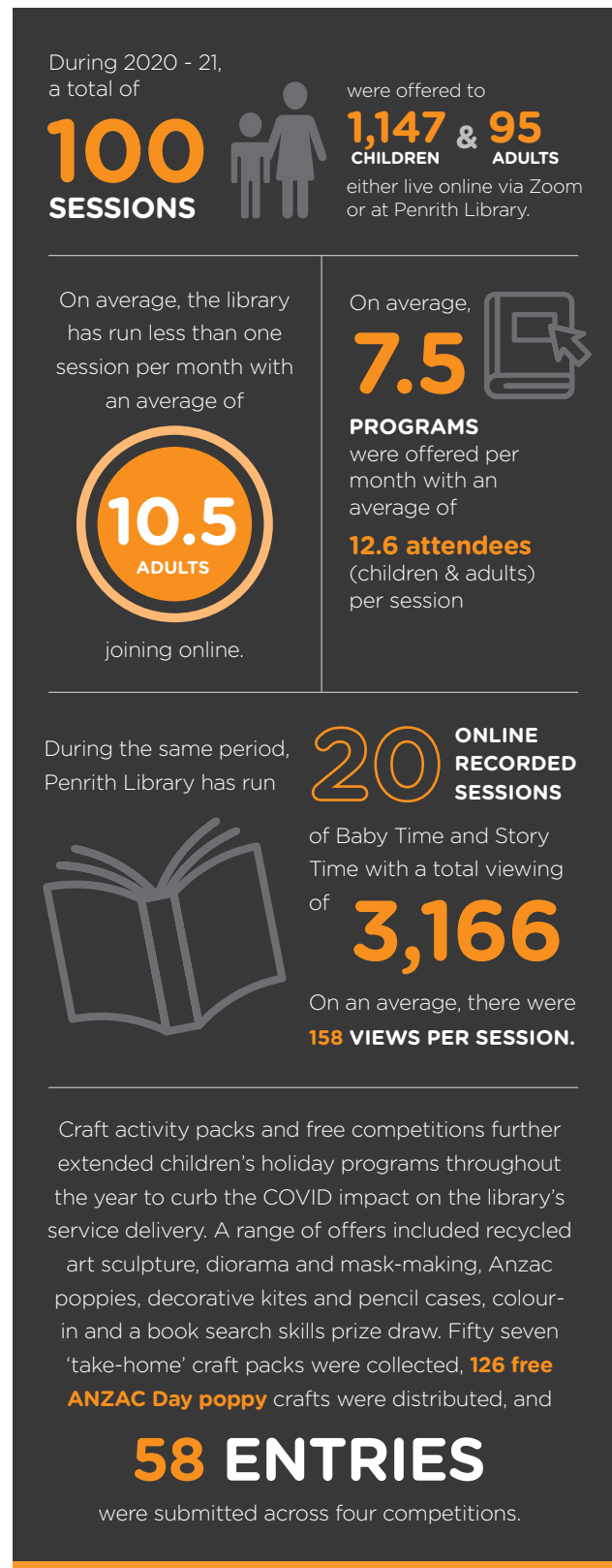
- Reimagine Ageing Festival – Introduction to Apps and eBooks, Will Davies (ANZAC Day talk)
- Author Talks – Jessica North (International Women’s Day), Anita Heiss (Sydney Writers’ Festival), Dr Tanya Bretherton, Zac Quinn and Marcela Hart (Refugee Week)
- Workshops – Your Money and the Law, Living with Less (Decluttering), 3 x Writing workshops for people with a disability

When COVID-19 restrictions were eased, six Pop Up Libraries were also organised targeting markets and special events, gaining 81 new library members.

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



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.

- The draft Employment Lands Strategy is complete. Stakeholder and community engagement for the draft Employment Lands Strategy has commenced.
- The Quarter Prospectus Campaign has generated 15 new investment leads. Council has continued to work closely with the Western Sydney Investment Attraction Office to attract investment into the City.
- The draft Penrith New West Marketing Implementation strategy was presented to Councillors in February 2021. The New West marketing strategy will be refreshed as part of the upcoming brand and marketing project.

CASE STUDY

PURCHASE OF THE FORMER ROCLA SITE

Council has purchased the former Rocla site at 158-164 Old Bathurst Road, Emu Plains, to create a future industrial precinct to diversify our local job opportunities, attract investment to our city and locate businesses close to home.

Once complete, the new 16.29 hectare precinct will create 300-350 new jobs in essential industries such as advanced manufacturing, logistics, warehouse distribution and construction. It will also inject \$36.4 million into our local economy each year.

Council will seek to subdivide the site to improve the limited supply of medium-sized industrial land in the Penrith Local Government Area. This will help to attract over 40 businesses, large and small, to base their operations in Emu Plains and provide much-needed space for local businesses to start up or scale up.

The site is in a prime position, just minutes from the Penrith CBD, Blue Mountains and the M4 Motorway, and within walking distance to the Emu Plains train station and proposed State Government commuter car park.



This project will help reduce Council's reliance on rate income and allow Council to continue to provide high-quality services for the community now and into the future. Council will now commence the planning phases of the project.

- City Park and Regatta Park are two priority projects for Penrith. Significant progress has been made on both city shaping projects. Construction works have commenced at Regatta Park which is planned to be complete in late 2022, with construction works at City Park set to commence in late 2021.
- Council has continued to promote Penrith as a place to live and work through a range of events and marketing activities. Key campaigns that have been delivered include the Quarter Prospectus Campaign promoting Penrith as the ideal place for health and education investment and employment opportunities, the Visit Penrith brand to promote Penrith's diverse range of experiences among locals and to nearby regions, and marketing via the New West marketing channels to promote Penrith as the ideal place to invest and work.
- Long day care utilisation rates are currently 3% lower than its target of 91%. All preschool services started the financial year strongly with the introduction of free preschool with year-to-date utilisation rates 1% higher than the targeted amount. Before and after school care services have also started the year strongly after a sluggish result in the last 6 months of 2020.
- Early Childhood Educator Larissa Moore was awarded the 7 News Young Achiever Award at the 2021 NSW Department of Education's Early Childhood Educators Awards.
- All of Council's Children's Centres are rated as exceeding or meeting the National Quality Standards (NQS), against 76% achieving this rating nationally. Cook Parade Children's Centre was the last service to undergo their assessment and rating (A&R) visit on 8 and 9 April 2021. They were successful in achieving an exceeds rating in all seven standards. This is a fantastic outcome and is the second time one of our services have exceeded all seven standards.
- Support to improve access for children with ongoing high support needs has been provided by the Commonwealth funded Inclusion Development Fund and through the State Government Preschool Disability Inclusion Program over the last six months. These programs have built the capacity of services to include children with ongoing high support needs into mainstream services. During the past six months the services managed by the Cooperative enrolled over 84 children with diagnosed additional needs and disability.
- The six-month period has shown some increased use of the library branches with more visitors, and people joining the library. The number of active members increased by 825 over the previous six-month period.
- Work experience placements have occurred in the first half of 2021. The new process has been successful with some minor tweaks implemented to further enhance the experience. School Industry Partnerships have been engaged in this process and are using the system to submit Work Experience Requests.

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 services have continued to remain open during the COVID-19 pandemic with Children's Services implementing several actions to ensure staff and children are supported and provided with continuity of care over the last 12 months. These included:
 - ensuring unwell children are excluded from centres
 - temperature checks for children, staff, and visitors to the centre as well as the roll-out of masks to staff
 - cleaning of touch point surfaces throughout the day including daily and weekly cleaning of buses
 - QR codes for visitors and contractors.

- Many children's attendance patterns were affected in 2020 due to COVID-19 and we had to develop innovative strategies to support families with children at home. We provided online information sessions that supported their child's learning and development while they were absent from care. We maintained relationships with children and families and provided material packs they could use at home for collection.
- Working from home arrangements for staff during COVID-19 allowed broad curriculum learning to occur which included the completion of relevant e-learning modules and online training sessions. All educators also attended training in relation to guiding the behaviour of children and we continue to embed training in this area into all areas of curriculum planning. We also delivered an e-learning module on Active Supervision which was completed by all staff and gave them clear information about their role in keeping children safe.
- A number of building and playground upgrades were completed including internal painting, playgrounds and kitchen upgrades. Carita and Werrianda received a complete upgrade to the floors and walls.
- Council remains committed to supporting the health and wellbeing of staff, ensuring they were provided with opportunities to participate in health and wellbeing activities. More than 254 employees participated in the Corporate Global Step Challenge where staff were encouraged to reach at least 10,000 steps each day.
- COVID-19 service delivery restrictions, including reduced seating and limits for studying and computer use, affected Library outcomes. Library staff adapted services, including developing and providing online programs, providing more digital assistance to help the community with technology and systems enquiries, and introducing the Library app for members to obtain access to the physical and online resources.

CHALLENGES

- COVID-19 has presented challenges in delivering face to face engagement with investment leads. Delays have been experienced due to the current uncertainty facing many businesses locally, regionally and globally.
- COVID-19 restrictions have limited the number of people who can come to the library for programs, computer use and study purposes. The library staff have made greater use of online methods and resources to stay connected to the community
- COVID-19 impacted the launch of the work experience program.
- COVID-19 restrictions on gatherings and events require a different approach to marketing. Messaging and frequency were carefully adjusted to help businesses and events remain within guidelines and to keep the community safe.
- COVID-19 delayed some planned initiatives such as Penrith Jobs, Skills and Traineeships Trades Fair, as well as Western Sydney Airport School career path seminars for Penrith school students aimed at early intervention and career path mapping.

OUTCOME 2

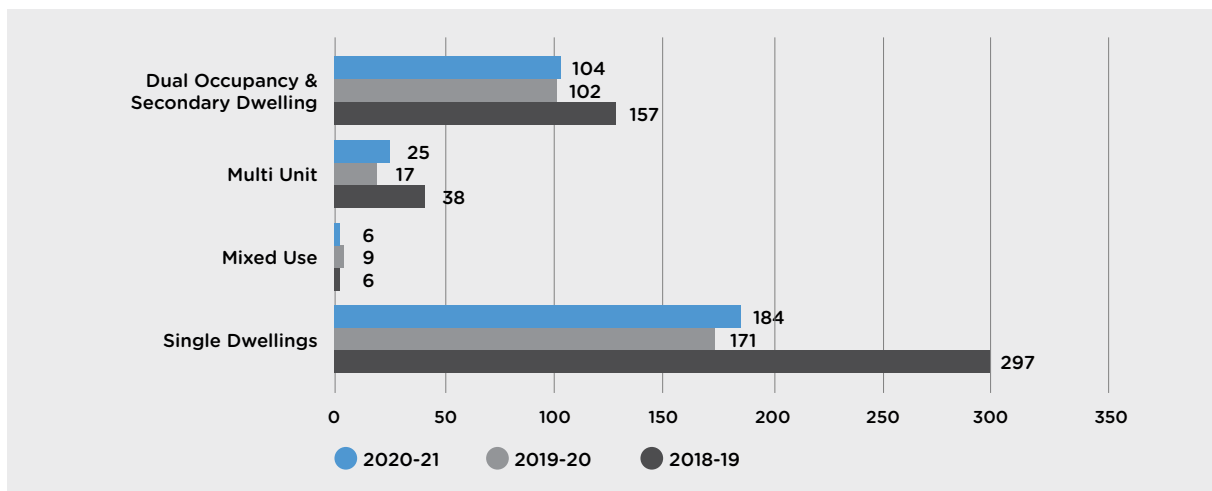
We Plan for Future Growth

Making sure that services and infrastructure keep up as Penrith grows.

How have we done?

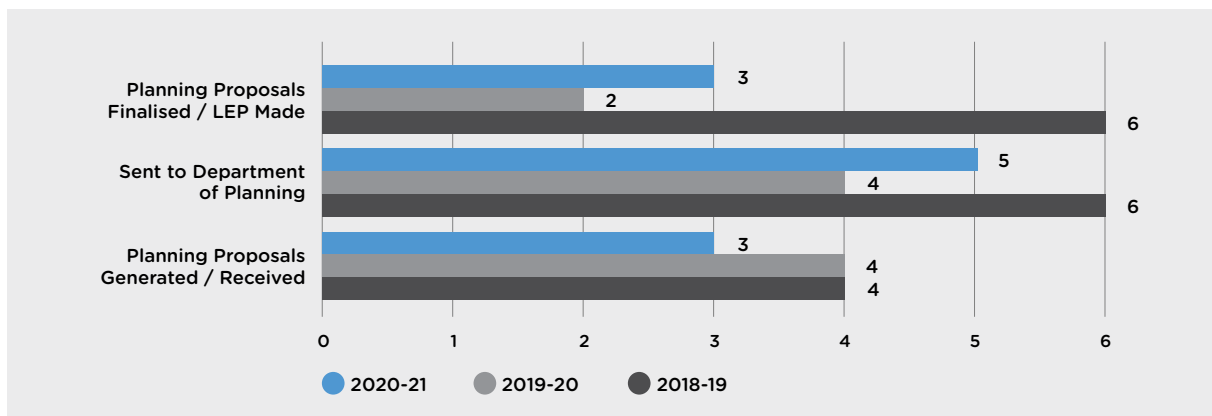
Number of Residential Development Applications

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 LEP Review 1 Planning Proposal was submitted to the Department of Planning, Industry and Environment on 31 August 2020 and was made on 31 March 2021. The second review of the LEP has now commenced.
- The comprehensive review of the DCP has commenced. This work will be completed in three stages. Stage 1 involved minor housekeeping amendments to the DCP and was endorsed by Council on 10 August 2020. Stage 2, which involves a comprehensive review of the DCP, has started.
- Council provided engineering input into the future planning of Glenmore Park 3 and Orchard Hills North. We provided engineering input to the Department of Planning, Industry and Environment in the formulation of Precinct Plans and Development Control Plans for the Aerotropolis and Mamre Road Precincts.
- We assessed 874 referrals for engineering advice throughout 2020-21.
- During 2020-21, 916 development applications and modification applications were lodged with 906 applications determined (including withdrawals). When compared to the previous financial year, this equates to an 8.5% increase in lodgements.
- Council committed to and achieved the State Government's Public Spaces Legacy Program improvements for faster development assessment during the period.
- We reviewed and responded to over 83 development and infrastructure works proposals referred from the NSW State Government (being a significant increase from the 51 referrals in the previous financial year).
- We also reviewed 35 telecommunications proposals, processed 89 land title dealing applications, and 40 liquor license applications.
- Council also managed 11 new appeals filed with the NSW Land and Environment Court.
- Council has been instrumental in the lobbying of the State Government and NSW Land Registry Services (LRS) to enable electronic processing and lodgement

of land title dealing forms and final plans of subdivision. This lobbying culminated in the progression of legislative changes to allow for digital processing with Penrith City Council selected for a trial pilot program to test the implementation of the digital processing framework.

- Over the last 12 months, a total of 123 Construction Certificate Applications were received with 103 being determined. Also, 633 critical stage inspections were undertaken, 121 Occupation Certificates issued, 2,871 Annual Fire Safety Statements (AFSS) were received and 34 Fire Safety Audits have been conducted.
- Council continued to provide input into policy development at the state and local level to ensure that the objectives of policy changes and the resulting controls created are reasonable, achievable and can be implemented in the progression of orderly development within the Local Government Area.
- Adoption of s7.12 Citywide plan and Infrastructure Agreements policy.
- Exhibition of s7.12 Aerotropolis Plan and s7.11 Mamre Precinct Contributions Plan.

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.

- Background studies for the LSPS including the Local Housing Strategy, Rural Lands and Villages Study and Strategy, Scenic and Cultural Landscape Study and St Marys Economic Development Strategy has been finalised to be incorporated into the broader strategy work. The St Marys Economic Development Strategy will feed into the broader St Marys work being undertaken. The Local Housing Strategy, Rural Land Study and Strategy, Scenic and Cultural Landscape Study studies are interdependent on State Government work such as population projections, Common Planning Assumptions, Sydney Metro – Western Sydney Airport corridors and other Council strategies in preparation for the draft Employment Lands and Centres Strategies. These studies will be finalised as a part of the broader strategy work being undertaken through the Places of Penrith.
- Council carried out studies in response to emerging issues and trends in collaboration with the Western Sydney Planning Partnership on the Common Planning

Assumptions, Contributions and Uniform Engineering Design Guidelines (Street Design). The Street Design work will be incorporated in the future DCP review. Council provided input to Aerotropolis Planning including the SEPP, DCP and Precinct Planning Process.

- Council facilitates a number of advisory forums for applicants and the general public. These forums are available through urban design and pre-lodgement panel meetings and a heritage advisory service. They provide early and pertinent technical advice to inform development proposals and facilitate quality development outcomes. Forty development proposals were the subject of review at Council's Urban Design Review Panel, which is a small reduction in the number of items considered during the previous year. In addition, 93 proposals were considered through Council's pre-lodgement meetings, also representing a minor decrease in pre-lodgements when compared to the previous financial year.

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.

- Council continues to work with various collaborative committees to support planning for the Western Parkland City. This includes working closely with State Government in the implementation of the City Deal generally, working with other local councils and collaborating when opportunities arise.
- Council continues to work with Sydney Metro in the delivery of the Western Sydney Airport line which is set to open in 2026. An Environmental Impact Statement was exhibited late 2020, which Council made a submission and raised several matters including the location of stations along the rail corridor.
- We have continued working on a review of our contributions planning framework with the following actions completed
 - preparation of the s7.11 Template
 - preparation of the s7.12 plan for Penrith LGA
 - preparation of a Voluntary Planning Agreement Policy and updated Works in Kind Policy
 - the community facilities review

CHALLENGES

- Managing an increase in the number of minor applications received in the past 12 months, in part due to government stimulus grants associated with COVID-19 recovery.
- Managing necessary geotechnical investigations within a major release area.
- The rapidly changing legislative framework and accelerated release area planning has continued to remain a major challenge for Council.
- Continued work from home arrangements due to COVID-19 presented challenges with the determination of applications and execution of necessary paperwork.
- The inability for face-to-face contact required advocacy to facilitate legislative and processing change at the State Government.
- The lodgement of DAs and progressive mandatory inclusion of other application types in the NSW Planning Portal has not provided efficiencies internally due to the duplication of processing through their system and Council systems.
- COVID-19 has impacted on the ability for officers to proactively enter buildings and carry out audits and inspections.
- Delays occurred due to COVID-19. For example, the neighbour notification period generally started later as a result of allowances for delays in Australia Post correspondence.
- The introduction of electronic lodgements through the planning portal resulted in payment delays compared to previous instant arrangements (in person or by cheque).
- The rapidly changing legislative framework and accelerated release area planning continued to remain a major challenge for the service.
- Continued service delivery while waiting on further information and clarification on planning matters from other levels of Government.
- Ministerial requirements for the reporting of certain development types to the Local Planning Panel is extensive. Opportunities to advocate for reconsideration and refinement of requirements continue to be raised with the Department of Planning, Industry and Environment.

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.

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.

5,063sqm
of footpath replaced

3.89km
of footpath added

196m
of shared footpath added



4 bus shelters installed

60 bus stop boarding points constructed

Note: Figures do not include developer constructed footpath

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

954



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.

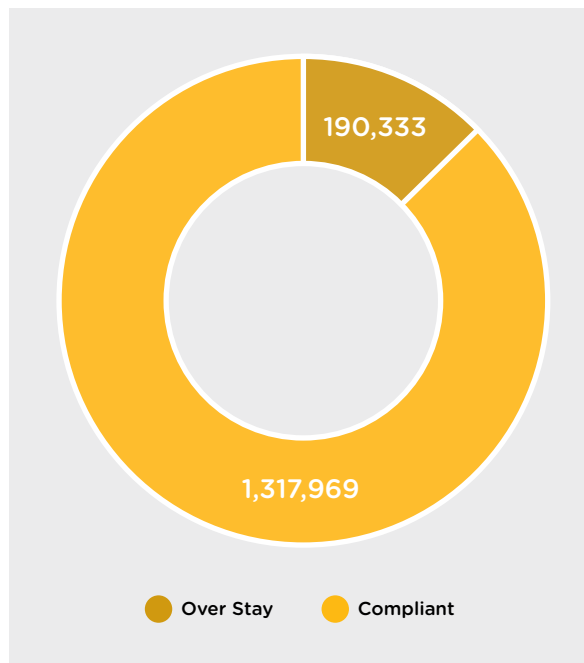
Percentage of these complaints resolved within 5 days:

68%

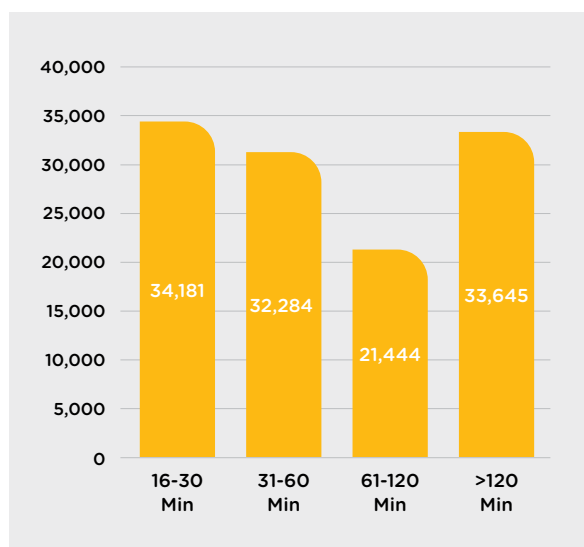
PARKING

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

2020-21 Number of Cars Overstayed vs Compliant



Length of time cars overstayed parking time limit >15mins



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.

- Council installed four (4) Bus Shelters in St Marys, Cambridge Park and Penrith as part of the Council's annual Bus Shelter program. In addition to this, Council has constructed concrete pads at 60 Bus Stop boarding points as part of the Local Roads and Community Infrastructure Program (LRCIP) across the Penrith LGA.
- Continued its participation in a series of workshops held by Transport for NSW (TfNSW) to develop a Draft Penrith Future Transport Strategy that considers Greater Penrith as a 'place'.
- Five Rapid Bus Routes were prioritised for detailed planning as part of the Rapid Bus Network.
- Continued work on the development of the East-West Corridor Transport Master Plan.

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.

- Council responded to 954 customer requests in relation to potholes and footpaths.
- A total of 221,243 sqm of road pavement has been resurfaced/reconstructed as part of the Road Resealing and Road Reconstruction program. In addition to the above, a total of 20,950 sqm of road pavement have been reconstructed as part of the Roads to Recovery program.
- 3.89km of footpath has been delivered at following locations: Parkin Road, Colyton; Ridgetop Drive, Glenmore Park; River Road, Leonay; Maple Road and Sycamore Street, North St Marys; Coreen Avenue, Penrith; Grandview Street, South Penrith; Braddon Street and Mary Mackillop Park, St Marys; Copeland St, Kingswood; Gascoigne St, Penrith and River Rd, Leonay.
- 690m of footpath has been widened outside the

school in Evan St, South Penrith; Banks Drive, St Clair; Great Western Highway, Emu Plains; Illawong Avenue, Penrith; Smith Street, Kingswood and Timesweep Drive, St Clair

- 196m of shared path has been constructed on the Great Western Highway at Emu Plains.
- Council has progressed the following major transport infrastructure projects:
 - Erskine Park Road upgrade which has reached practical completion.
 - Intersection upgrade of Northern Road and Derby Street was completed.
 - The Coreen Avenue corridor improvements has been through detailed design in preparation for lodgement of an application for construction funding.
 - The Jamison Rd/Woodriff St/York Rd intersection has been through detailed in preparation for lodgement of an application for construction funding.
 - The Dunheved Road Upgrade has moved into detailed investigation and design phase.
- Council continued to provide engineering certification and advice to the development sector, ensuring that future public assets meet required standards and are fit for purpose.
- Local Traffic Committee (LTC) meetings have progressed virtually with multiple items receiving endorsement over the past 12 months. Planning for the delivery of shared pathways and traffic facilities has exceeded expectations with \$3 million delivered over the last 12 months.
- Continued to work with TfNSW in planning for the corridors at Elizabeth Drive, The Northern Road, and the Great Western Highway.
- At the Councillor briefing on 28 October 2020, TfNSW made a progress report and presentation on the Mulgoa Road Upgrade, in particular Stage 2 (from Glenmore Parkway to Jeanette Street), Stage 5a (from Blaikie Road to Jamison Road) and Stage 5b (from Jamison Road to Union Road).
- At the 30 November 2020 meeting, Council resolved to endorse the preliminary high-level submission to the Proposed Upgrade of Mamre Road Upgrade – Stage 1 between the M4 Motorway, St Clair and Erskine Park Road, Erskine Park.

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.

- Council carries out regular maintenance of car parks to ensure they are clean, safe and presentable. A percentage of Council car parks are on a scheduled maintenance program, they are being attended to as per schedule. Other Council car parks are attended to as required based on reactive maintenance requests. A new car park sweeper was purchased in the last six months which should result in enhanced levels of service.
- There are now 1,683 parking sensors installed across six (6) Council car parks and busy CBD roads that provide real-time data of parking across the city. This data helps Council make evidence-based decisions about parking needs across the city.
- Council Rangers resumed full time enforcement operations from August 2020 after the COVID-19 disruption. Areas actively patrolled include in the Penrith CBD, St Marys CBD, Emu Plains Town Centre and Hospital Precinct. Rangers actively enforce both Council free car parks and on-street regulated parking.
- Further work was completed to deliver additional parking at North Street and enabling works continued and the DA lodged for a new decked structure at Soper Place.
- The Penrith Parking app was 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.

- Council continued to advocate to the Department of Planning, Industry and Environment (DPIE) and TfNSW for the road infrastructure planning for the Mamre Road Precinct Structure Plan.
- Council continued to participate with TfNSW in preparing the planning for the Southern Link Road Network Strategy (SLRNS) between Mamre Road and the M7. Council advised that the road classification for the future SLRNS north south road networks need to be classified as a State Road, not as a Local Road, and the current proposal for Bakers Lane access through the industrial area is not acceptable for the two school communities.
- Council continues to work alongside NSW Government and City Deal partners in planning for the Sydney Metro – Western Sydney Airport and ensuring the benefits are maximised

CHALLENGES

- Broader road network planning continues to be a challenge, including commitment to funding for the road infrastructure works program.
- Competing with the private sector for certification services of future public assets as well as providing adequate certification and inspection resources to cater for the increasing growth of the Aerotropolis Precinct and Mamre Road Precinct. This includes servicing existing release areas and infill development.
- Face-to-face meetings were cancelled due to COVID-19 and the LTC business paper went to an electronic and online meeting format.
- The speed of delivery of urban release areas increased. This put pressure on Council's certification services as developers and contractors require mandatory inspections during construction for elements like roads and drainage.

OUTCOME 4

We Have Safe, Vibrant Places

Making sure our public spaces 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 the community expectations of our facilities. Over the last 12 months, Council's community facilities hosted just over 14,000 events, with 95% of these being regular bookings by community groups. Overall usage for the first six months of the year was around 11%, with usage for the second six months around 15%.

Utilisation remained low throughout the year due to COVID-19, but the easing of restrictions at the end of 2020 saw a 25% increase in function bookings between January and June 2021.

Booking restrictions occurred throughout the year with close to 3,000 bookings cancelled as a direct result of COVID-19.

Number of community / customer requests related to public amenity:

5,155

During the past 12 months, a total of 5155 community/customer requests relating to public amenity were received and actioned by the City Presentation Department.

	REQUESTS	AVERAGE TIME TO RESOLVE
Greenspace	1,739	8 days
Public toilets	32	10 days
Offensive graffiti	50	2 days
Non-offensive graffiti	2,380	3 days
Potholes	954	5 days

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

Progress on key revitalisation projects



Tench Reserve

The final concept plan for the new \$10 million open space park at Tench Reserve was released in mid-2021 and showcases a spectacular transformation to one of the most popular reserves at the Nepean River.

New pathways, riverside seating and an amphitheatre for concerts and festivals are key features of the upgrade, which is being delivered by the NSW Department of Planning, Industry and Environment as part of the Parks for People Program.

Other features include a play space for children of all ages and abilities, improved access to the water, more landscaping, and planting new trees to provide more natural shade. Work is due to start in late 2021 and be completed at the end of 2022.

Regatta Park

Work is underway to transform Regatta Park into a focal point for nature, leisure and recreation in Western Sydney. The \$24 million upgrade started in August 2020 with Stage One of construction focussed on the riverbank, from River Road to the river foreshore.

Stage One includes a 112 metre pavilion with undercover play space and water features, a new amenity building, accessible pathway to the river foreshore, over-water viewing platforms and an adult change facility on the western side of Regatta Park.

The next stage of work is expected to start in late 2021 and will focus on the western side of Regatta Park. This stage will see the realignment of River Road, and the delivery of an adventure play space, outdoor exercise stations, cricket oval, and a centralised car park.

The project is funded by Penrith City Council, and the Australian and New South Wales Governments through the Western Sydney City Deal Liveability Program and will be complete in late 2022.



City Park

The revitalisation of Penrith's City Centre continues with the delivery of the \$12 million City Park due to start in October 2021.

Demolition and remediation work at the 7,000sqm site on the corner of Henry and Station Streets will run through until the end of the year to prepare for the start of construction in early 2022.

Key features of the park include themed gardens, water features, more trees to provide natural shade, public artwork, and a large central lawn for people to relax, play, meet friends, be active and entertained.

City Park will open in 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.

- Council continued to deliver reactive and scheduled building maintenance to meet customer and asset condition requirements.
- We completed 14 projects under the Building Asset Renewal Program.
- We continued to provide effective maintenance of our public space areas across the LGA. Services included grass mowing, high pressure cleaning, litter removal, graffiti removal, public tree maintenance and removal, nursery services, signage maintenance, and drainage maintenance.
- Council's three operational cemeteries (Penrith, St Marys and Emu Plains) continued to operate during COVID-19, adhering to all government regulations that apply to funerals. A project was completed to enter data in relation to all St Stephen and Castlereagh Cemetery records into Stone Orchard (electronic cemeteries record keeping system). The community can now search cemetery records online for all Council managed cemeteries.
- Council installed a memorial ashes wall in St Marys Cemetery, providing space for 140 placements.
- The design for Regatta Park was finalised. The final tender package for road design was finalised and sent to TfNSW and project verifier for review and certification. The final tender package for the landscape design has been finalised.
- City Park is in detailed design with the site being available to start remediation works in October 2021.
- Completed the pedestrian lighting installation along busy commuter routes in the centre of Kingswood.
- The delivery of the Formation Young Women's Leadership Program was awarded Highly Commended at the 2021 Zest Awards hosted by the Western Sydney Community Forum.
- Successfully delivered the Walk With Me Project to share stories and raise awareness of domestic and family violence (in place of the annual Walk Against Domestic Violence).
- Council continued to help make our city safe and pleasant through regulatory functions to help manage issues with parking, littering, graffiti removal and illegal dumping.
- Werrington Public Amenities at Rance Oval was replaced with a new facility attached to the sporting building. The old building was demolished and the area made good.
- Thousands of trees were assessed for pruning or removal. Works were organised and most undertaken in accordance with Council's Street and Park Tree Management Plan.
- Council's security and access control systems are being migrated to a new security platform. The remote locking pilot program at Mulgoa Park public amenities was successful. The remote locking system will be rolled out at other similar facilities.

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.

- Despite challenging conditions for the delivery of programs and activities this year, there were a number of achievements including 68 hours of live music in St Marys Town Centre and Penrith City Centre as part of the Lunchtime Tunes program. 43 hours of live music was delivered in November through the Matchmaker Program in Penrith City Centre.
- Successfully delivered the Penrith Producers event to activate the city centre on 26 March 2021, which involved live music performances along with food and drink providers.
- Continued with the delivery of priority actions from the Kingswood Place Plan, which included the Live Work Play Grid which saw 15 small scale activations ranging from gardening workshops to live music and a launch event that 300 attended.
- Continued working with stakeholders in our centre, particularly the Town Centre Corporations and local businesses on the delivery of renewal and activation projects within of our City Centres.
- Work continues on delivering the Penrith Night Time Economy Strategy and recommendations from the St Marys Town Centre Audit and Study to enhance the experience of the centres at night for residents and visitors.

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.

- Jordan Springs Village Oval is now operational. Regular sporting activities and casual use of the fields has been well received by the local community.
- Our community facilities saw an increase in usage with function hire up by 83% compared to the July-December 2020 period, and regular hire up by 11% compared to the July-December 2020 period. Overall usage of community facilities was up 17% with a total of 117,572 people attending functions.
- Established and managed a COVID-19 fee-relief program for regular users of community facilities.
- Removed all fees associated with use of sporting fields until end of winter season 2021 to provide relief to community groups given the financial impact of COVID-19.
- Council ensured activities are conducted in COVID safe environments with regular inspections and touch point cleaning continuing at 40 community facilities and three libraries, and cleaning packs being issued to new groups.
- Council ran eight Village Charm outdoor art workshops in Wilson Park, Llandilo in response to mental health issues identified through Village Cafe Llandilo.
- Council hosted 17 sessions of Village Cafe in Kingswood, Llandilo and North St Marys, providing contact with over 500 residents.
- Council reached out to over 900 Llandilo residents during the Love Llandilo engagement program and received more than 150 survey responses.
- The 2021 Penrith Mayoral Challenge identified local public space needs at Spence Park play area and worked with local primary school students on design ideas.
- We delivered eight Nations in Cultural Exchange (NICE) workshops in Kingswood Park, the project provided local children and their families with access to Indigenous knowledge and arts workshops to strengthen cultural identity and local connection.

- Council ran 17 'Waste Not, Want Not' workshops in Kingswood Park and North St Marys with 220 residents attending. The workshops provided residents of different ages with recycling and reusing skills designed to save them money and reduce their household waste output.
- Neighbourhood Renewal also worked with local services in Kingswood Park to host a pop-up café to engage with local residents and identify emerging community needs. Food security was flagged as a challenge for many vulnerable residents. Similar challenges were identified in North St Marys. Council partnered with local services to distribute more than 250 Christmas food hampers to residents in Kingswood Park, North St Marys, Kingswood and Llandilo.
- Penrith Stories was launched as an online project to capture the strength and resilience of communities living in the Penrith LGA during COVID-19. The project reached over 1,500 people with 34 stories of kindness, gratitude and courage submitted by local residents.
- Council also engaged with young people in Kingswood Park through support of a local project called the Kids Collective. In response to the challenges raised by the young people, a grant was submitted to the NSW Youth Opportunities program for a project aimed at building the resilience of local young people.

CHALLENGES

- COVID-19 related restrictions impacted Neighbourhood Renewal's capacity to deliver face-to-face engagement events, activations and programming.
- COVID-19 continues to impact on the overall operation and use of community and sporting facilities. Whilst the challenges typically associated with supporting organised community and sporting activities continues, the challenges of managing expectations and demands of the general public regarding use of passive parks, dog parks, and open space areas has increased significantly.
- Challenges surrounding scheduled and reactive maintenance on Council's public buildings is primarily due to the high number of maintenance requests. This is impacted by the overall condition of a high percentage of buildings.

OUTCOME 5

We Care for Our Environment

Protecting our air and water quality, and our natural areas.

How have we done?

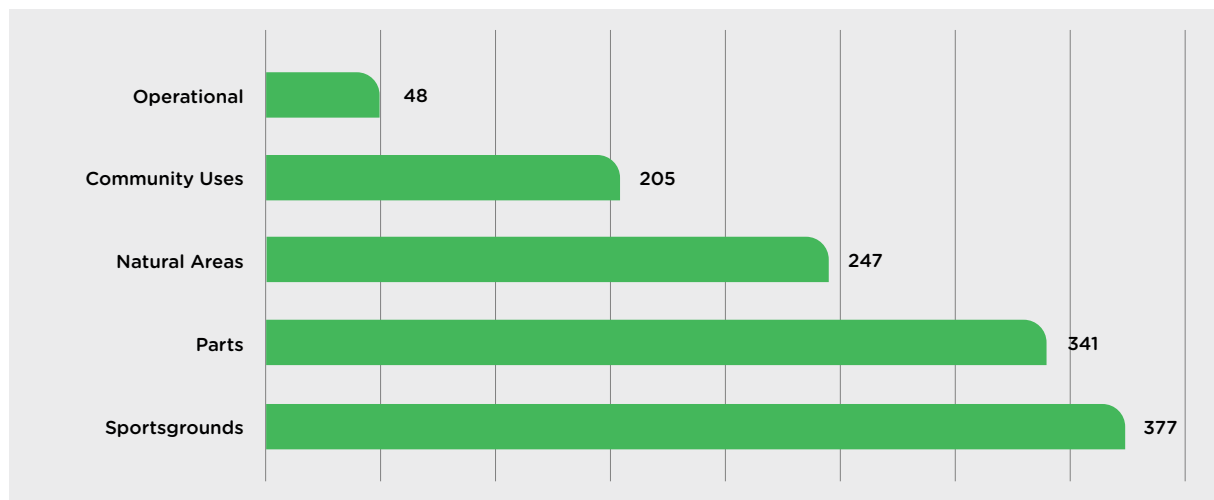
Council has adopted a number of figures to track organisational progress against key strategies around protecting the environment and using resources wisely.

Corporate waste generation and diversion from landfill

In 2020-21, Council generated 13,930 tonnes of waste with the majority of this made up of recyclable material including paper, cardboard, concrete, asphalt, soil and mulched vegetation. Only 2,110 tonnes was sent to landfill resulting in a diversion rate of 85%.

Hectares of land under active management

A total of 1,218 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 the amenity of our public places and buildings.

- We completed drainage improvement works in Merinda St, St Marys; Memorial Ave and Belmore St, Penrith, as part of the Drainage Construction Program.
- We removed a total of 800 tonnes of waste from stormwater Gross Pollutants Traps (GPTs) as part of the GPT maintenance program.
- Council's website has been updated to provide useful recreational water quality information for the community. The recreational water quality webpage provides results from four sampling sites along the Nepean River including Tench Reserve (Jamisontown), Regatta Park (Emu Plains), the Rowing Club (Nepean River Weir) and Devlin Road (Castlereagh). Sampling is undertaken between October and March each year. The website will be further promoted through Council's social media channels in September prior to the warmer weather when more people start using the river for water activities.
- We continued to investigate environmental and public health complaints, with 248 complaints investigated by the Environmental Health Team. These include complaints regarding air, noise and water pollution as well as other miscellaneous environmental health related matters.
- Council's Environmental Health Team has modified its practices to respond to the COVID-19 pandemic to ensure the safety of Council Officers and the community. This included a temporary suspension of all routine inspections (during government mandated restriction periods), although the team has maintained our service level for priority and emergency matters. Where possible, alternative approaches have been taken to monitor compliance and assist customers to meet gathering and social distance requirements or limits to business practices. Council officers prioritised inspections of local food, skin penetration and public pools and splash park businesses, focusing primarily on the Minister's Directions for COVID-19 related matters.
- We regularly sent emails to all local food, skin penetration and public swimming pool and splash park businesses providing the relevant COVID-19 Safety Plan templates and email links to register their business.
- Council continued to host the operations of the Western Sydney RID Squad on behalf of the other member Councils. Between July 2020 and June

2021, the RID Squad conducted 3,666 investigations, an increase of 17.4%. During the same period, 177 penalty notices were issued with a value of \$150,850.

- There were 1,111 complaints closed relating to unauthorised activities, leaving the number of on-hand matters as of 30 June 2021 at 527, compared to 30 June 2020 which was 282. This is a significant increase over 12 months of 86%. The impacts of the COVID-19 pandemic and extreme rainfall and flooding events that impacted the Sydney Metropolitan Area in March 2021 are thought to be the primary factors behind the increase in case numbers.
- Council's Divisional Assurance Team continues to manage asbestos incidents and management requirements in line with Council's Asbestos Management Framework. There were 196 Asbestos incidents, of which 100% we responded to within 24 hours.
- Council provided a submission for the Local Government Environment Awards (Asbestos Category) and received a 'Highly Commended' award.
- A Gipps Street Induction Module was finalised for all applicable staff and contractors. The package provides a comprehensive safety and site induction for the site, which will be needed as the Gipps Street Recreation project continues.

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.

- Council continued to provide information on resource efficiency and sustainable living to the community through the Sustainability E-Newsletter, social media and other communications channels.
- We have continued to promote the Empowering Penrith video series on energy efficiency and renewable energy in the home.
- Council participated in Earth Hour in March 2021 and promoted this program to the community to encourage participation by turning off lights and appliances.
- Council continued to promote the Endeavour Energy PowerSavers Program to the community to assist households to reduce energy use and costs whilst reducing the load on the grid during heat events. 1,110 residents participated in the PowerSavers

program to reduce their household energy use. 268 households participated in the Peaksaver program and reduced the energy use by 2,027kWh over 7 heat event days.

- Council collected 40,038 tonnes of Food Organics and Garden Organics (FOGO), 16,488 tonnes of recyclables and 36,861 tonnes of residual garbage from 78,995 households. Taking into account contamination, a 59% diversion of resources from landfill was achieved. Diversion rates have remained steady over the past 3 years. Bulky waste collection tonnages increased by 14% from the last financial year.
- Council has implemented a number of communication and engagement programs to initiate circular economy thinking and provide practical tools for the community to reduce, reuse and sort waste so it goes to the right place.
- Council is offering a commercial collection service which will reduce carbon emissions as it will use existing integrated services, therefore less trucks will be used for collection. A Council run childcare centre has changed over to the 3-bin FOGO service, while doing so it also prompted the development of a waste sorting education guide 'The Binz Adventures' which was created by Waste Services and designed to educate children about correctly sorting into 3 bins.
- Council approached beauty and hair salons around Penrith's central business hub around High and Henry Street to sign up to Sustainable Salons, with one new business signing up so far. Cafés were also approached to sign up to Responsible Cafés, to reduce single use plastics and takeaway cups, and waste avoidance overall with 11 cafes having signed up.
- Twelve waste campaigns went live within the LGA, each focused on changing and improving behaviour toward waste avoidance and correct sorting behaviours. They were:
 - Go Plastic Free
 - Love Food Hate Waste
 - The Waste Spot (Council's online portal)
 - Waste – Let's get it sorted
 - 10 years of FOGO
 - 1 year Rural FOGO
 - Children's Engagement
 - Right Waste, Right Place (Chemical CleanOut, E-waste, Sharps)
 - Community Recycling Centre
 - Never Waste a Chance
 - Extra Christmas services
 - Litter Prevention

These education messages were communicated to specific communities and more broadly across the LGA. Council channels were harnessed with a strong focus on digital advertising.

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.

- Council now has prepared flood studies for the majority of the LGA with one flood study underway to complete the urban areas. Three floodplain risk management plans have been prepared with a further three in progress.
- Council has secured \$550,000 grant funding for further flood and flood management studies and design works.
- Council continued to provide flood advice to residents, developers, consultants and insurance companies. We continue to update our information through the preparation of flood studies and Risk Management Plans. All completed flood related studies are made available to the public through Council's website and libraries.
- Council provided resources for assistance to the SES and Local Emergency Management Committee (LEMC) during the March 2021 flood event and the post flood recovery period. The Penrith LEMC EMPLAN 2020 was approved by the region's representatives.
- The Resilient Penrith Action Plan was adopted by Council on 28 June 2021. The plan incorporates Cooling the City actions as well as actions to build Council and community resilience to shocks and stresses facing Penrith.
- Council has commenced tree planting projects through the Greening Our City grants program.
- A video series on resilience, adapting to heat and cooling the city initiatives is near completion.
- Council ran its 'Beat the Heat' campaign for the community during summer 2021, and through its involvement in Resilient Sydney promoted the 'Get Prepared App' to the community.
- Council participated in the Neighbour Day program to encourage community connection as a means of building resilience.
- Solar systems continue to be installed on Council facilities with four additional solar systems installed in 2021 which will save 65.5 tonnes of greenhouse gas emissions each year.
- Council's electric vehicle has saved 79.4 tonnes of greenhouse gas emissions.

- A mural was painted at the future City Park site incorporating greening and cooling elements to showcase the importance of a cool, green and connected city.
- The Street Lighting upgrade project was completed.
- The Heat Sensor project report was completed and is currently being promoted to staff and the community.
- Council is currently participating in the WSROC Heat Smart Project and the Wentworth Housing Heat in Social Housing Project.

CASE STUDY

RESILIENT PENRITH ACTION PLAN

Resilience is our ability to cope during tough times and in the face of ongoing stresses, as well as our capacity to prepare, adapt and recover from shocks, including natural disasters.

The Resilient Penrith Action Plan 2021-2030 (RPAP), adopted in June 2021, was developed in alignment with the Resilient Sydney Strategy 2018 and its five directions as well as the United Nations Sustainable Development Goals to build local resilience, and to enhance our capacity to work collaboratively to become a more sustainable, liveable and resilient city and community.

The RPAP was informed by research, a climate risk assessment, vulnerability mapping and community and stakeholder engagement, to:

- identify risks, shocks and stresses in a localised context to Penrith
- identify and understand vulnerabilities for Council and the community
- identify opportunities for Council to build on community awareness and capacity, provide support to the community, and increase the resilience of the Penrith LGA
- understand community/stakeholder perspectives and translate community and stakeholder information and identified needs into localised actions.

In recent years Penrith has been impacted by the COVID-19 pandemic as well as unprecedented and accumulative natural disasters including drought, severe storms, flood, bushfire and heatwaves, with extreme heat being recognised by the community as the number one shock. Penrith has and will continue to face shocks and stresses impacting on our city and our community. The development, adoption and integration of the RPAP into the Integrated Planning and Reporting Framework ensures that present and future shocks and stresses are addressed and proactive action taken; including identifying our vulnerable communities, enhancing

access to community spaces and services, advocating for sustainable urban planning, and implementing greening and cooling our city initiatives to enhance the resilience of Penrith now and over the longer term.

By engaging with our community, it was identified that to be more resilient the Penrith community needed:

- a greater connection between residents and neighbours
- reliable and equal access to services and information
- a reliable, diverse economy
- sustainable environmental practices and resource efficiency
- capacity to deal with unexpected emergencies.

The RPAP has identified action areas and prioritised short, medium and longer-term actions under five directions to address these community priorities and additional needs in order to increase awareness and preparedness, and enhance the capability of Council and the community to adapt and build local resilience in Penrith.

CHALLENGES

- Due to COVID-19, the Resource Recovery Field team have modified their identification processes to rely entirely on truck driver notification (known as spiking) of contaminated bins and investigations using truck cameras and Nearmaps. This has proven to be effective, however the person-to-person engagement is missing.
- The scale of asbestos contamination in the City continues to present challenges to Council in remediation and management practices.
- The March 2021 floods presented challenges for Council with impacts on the natural environment of the area. There was large amounts of waste, sediment and vegetation displacement, and damage to riverbanks and surrounding areas.
- Due to the government mandated COVID-19 restrictions it is not always possible to meet all routine audit/ inspection and education/advocacy targets due to the need to reduce activities with face-to-face interactions to comply with the restrictions.



OUTCOME 6

We Are Healthy and Share Strong Community Spirit

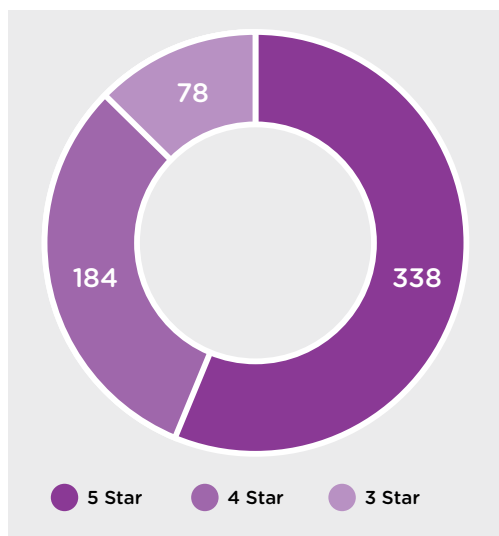
Supporting the physical and mental health of our community.

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: 338

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 931 food businesses that are part of the Scores on Doors programs, 338 food businesses received a 5 star rating, 184 received a 4 star rating and 78 received a 3 star rating.

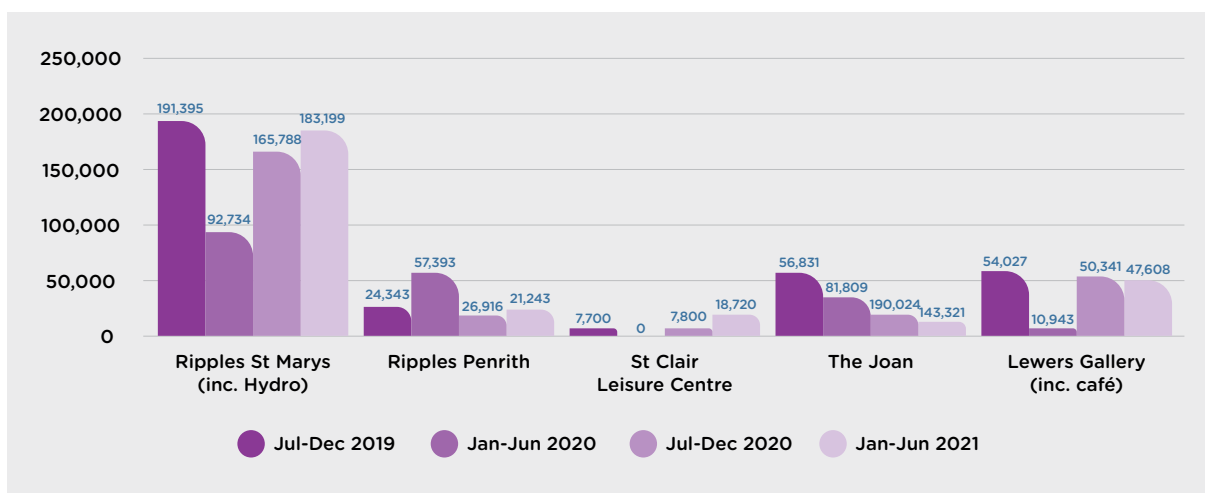


Number of visitors to Council's leisure and cultural facilities

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.

Visitation to our facilities continues to be affected by COVID-19, through enforced closures and reduced maximum visitor capacity. Despite 67% of school bookings being cancelled, Ripples registered a 5.5% increase in visitation.

Please note that the figures for The Joan include online paid engagements during the shutdown period, and St Clair Leisure Centre was closed for refurbishment from 29 September 2019 – 12 October 2020.



COUNCIL RUN AND SUPPORTED COMMUNITY EVENTS

Many of our most popular community events were impacted by COVID-19 over the past 18 months. Council recognises how valuable events are for community connection, individual wellbeing and our city economy, so we worked hard to deliver many of our events in a COVID safe format. The program featured events that Council delivered, funded or worked in partnership on, including: International Womens Day, Youth Week, the Reimagine Ageing Festival, NAIDOC Week celebrations, monthly Village Café events, 20 Live, Work, Play Kingswood activation events and a range of CBD activations in both Penrith and St Marys., including the Magnetic Places Arts and Connection in Isolation program, Lunchtime Tunes in Triangle Park, Thursday Night Live and the Penrith Producers.

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): 22%

Summer Season (1 September 2019 to 29 February 2020): 15%

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

USE OF COUNCIL'S LIBRARIES

The total number of active library memberships at the end of June 2021:

44,737



Number of new members during 2020-21: 7,939



Number of visitors to Council libraries during 2020-21:

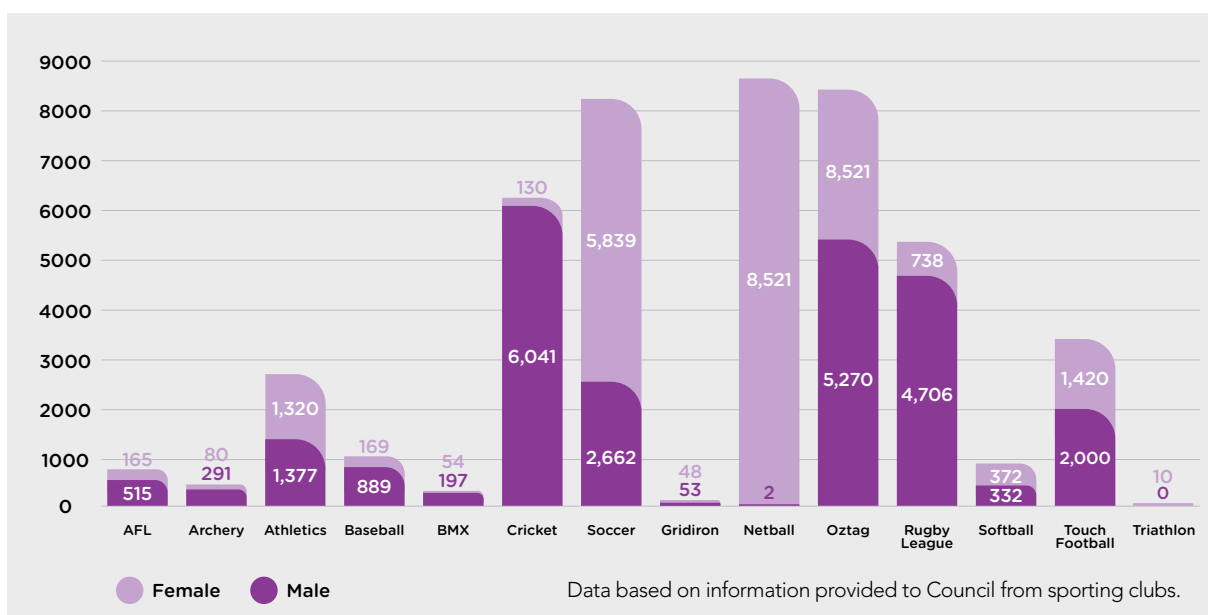
176,035

Number of items that have been borrowed during 2020-21:

409,512



The loans number includes 92,818 online loans (eLoans) such as eBooks, eAudiobooks and eMagazines. There was a 10% growth in eBook loans over the previous year. There was a 1.9% reduction in total loans - combined branch and online loans. There was a 1.7% increase in current memberships which would be linked to the 11% growth in eBook users. All online services require a current library membership. Two key factors in the 46% decline in library visits were that two branch libraries were closed for a combined three months - July and August 2020, but in particular, the popular on-site programs and events were not available throughout the year due to COVID-19 restrictions.



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.

- Partners of the Penrith Health Action Plan attended a workshop to identify priorities for a renewed plan, in line with the broader Western Sydney Health Alliance priorities. A new Health Action Plan will be developed over the coming months to build on local strengths and respond to existing and emerging challenges.
- As of the end of June 2021, Council's Food Safety Program had 931 registered food businesses, with over 707 primary food business inspections completed and 166 re-inspections completed between July 2020 and June 2021. The results for inspections undertaken indicate 338 food businesses rated 5 star, 184 rated 4 star and 78 rated 3 star, and 90 businesses did not qualify for a Score on the Door Rating.
- Four free Food Handler Education Seminar were held with one face to-face seminar scheduled for 28 June 2020 being postponed due to the COVID-19 pandemic.
- At the end of the reporting period, Council's Skin Penetration Safety Program had 125 registered businesses, with approximately 123 primary skin penetration business inspections completed and 14 re-inspections completed.
- As at 30 June 2021, Council's Legionella Safety Program had 55 registered businesses, with approximately 52 primary inspections completed and 1 reinspection completed. Council did not undertake inspections of regulated systems in Aged Care Facilities or schools during the 2020-21 reporting period due to the COVID-19 pandemic, instead completing a desktop audit for these systems.
- At the end of the reporting period, Council's Public Swimming Pool and Splash Park Safety Program had 22 registered businesses, with approximately 20 primary inspections completed and 4 re-inspections completed. Council did not undertake the inspection at the Cobham Facility this year due to the COVID-19 pandemic. The splash park at Jordan Springs has now been transferred to Council's control but was not operational during the year due to COVID-19.
- The Parks Asset Renewal Program was progressed through community consultation, design and implementation. Special effort is being made to accelerate the design of future parks to have a strong pipeline of works to deliver.
- The 150th Council Anniversary celebrations were the focus for our libraries with a range of displays and historical talks scheduled.
- 62 education sessions were run at our library branches and/or online with 885 children and parents in attendance. Also, 55 adults enjoyed 7 author talks and workshops that were offered for people over 16 years old.
- 20 recorded videos of children's programs were viewed via social media and YouTube by 3,166 people. 31 live online programs entertained and educated 272 children and adults in their homes.
- The Home Library Service continued to run. It gave older and more vulnerable residents contactless deliveries of library items. Library staff provided Home Library Service clients with much needed social interaction, calling them regularly to check how they were and if they needed to be connected to other services. The Home Library Service delivered 6,387 items to 130 registered clients.
- A spring membership drive was also run as a substitute to our 'Pop Up' library service which could not operate due to COVID-19 restrictions. The three-month promotion generated awareness of the Library's services post the initial COVID-19 shutdown. 1,283 new members joined the library during the membership drive and went in the draw to win one of three iPads. Feedback indicated the opportunity to win an iPad was a great incentive and, in some instances, encouraged whole families to join.
- The new Library app launched in September 2020. It allowed the Library Service to stay connected with the community and provide access to a wide variety of online resources. There were 1,093 app downloads and 6,060 page visits.
- Council continued to implement the Sport and Recreation Strategy delivery program. In summary, 20 projects have been completed up to 30 June 2020-21, with a further 9 currently under construction. Projects include sport and recreation facility improvements such as amenities, floodlights, surface construction, irrigation, landscaping, and court resurfacing. In addition, 40 shade structures over playgrounds have been installed, with all playspaces identified as requiring shade expected to have it installed by December 2021.

- Planning and construction works on open space and recreation projects progressed. Locations included Regatta Park, Penrith's City Park, upgrade of several local playgrounds including the Mayoral Challenges at Brian King and Spence Reserves, Jamison Park multi-sport synthetic field as well as shelters and seating, shade trees and shade structures in playgrounds across the LGA and the Great West Walk. Council has progressed the detailed design for Gipps Street Recreation Precinct in Claremont Meadows with further community engagement activities being held to co-design the Youth, Skate and Pump track elements of the project.
- The development of a Spatial Planning Framework connecting the Nepean River to Penrith Lakes has been completed by consultants, a project which is funded through the Metropolitan Greenspace Program.
- Work continued on the Department of Planning Industry and Environment's Parks for People Program at Tench Reserve, signage and wayfinding across the LGA, Hickeys Lane and Parker Street fields, Werrington Sports Precinct and the Harold Corr athletics track.
- Council has been very successful with applications to grant programs:
 - NSW Government Everyone Can Play Program - David Currie Playspace (\$75,000) upgrade.
 - NSW Government Community Building Partnership Program - two successful applications were awarded providing \$90,815 for playspace upgrades at Brooker and Day, and Spence Park.
 - The NSW Government, ICC World T20 Legacy Fund, Greater Cities Sports Facilities Fund and Crown Land Reserves Fund, Cricket Australia Infrastructure Fund - successful applications, totalling \$2.61m have been awarded for a variety of sport facility improvements including upgrades to the amenity buildings at Bill Ball Oval, Cook Park, and Doug Rennie Fields; irrigation and field surface enhancements at The Kingsway North; and floodlight improvements at Surveyors Creek Softball Facility, Glenmore Park and Dukes Oval, Emu Plains.
- After the initial COVID-19 restrictions had been eased, our Animal Services Team designed and implemented an innovative high-profile education/enforcement campaign called 'TAG, WAG & BAG'. Operations are conducted exclusively outdoors and are concentrated on busy walking /exercise tracks, dog parks and other open spaces frequented by dog owners. This type of activity is a first for Council and feedback has been extremely positive.
- Rangers streamlined barking dog investigations and built strong relationships with animal welfare/volunteer groups with common purpose.
- Council also assisted with the training of new Police in Companion Animal Investigations and supplied relevant resource materials for internal use.
- Council's pro-active swimming pool inspection program has recommenced in the past few months. The media launch was successful with banners posted throughout the LGA, media releases and a zero-tolerance campaign in relation to swimming pool gates being propped open. Swimming pool compliance officers have increased communications with E1 certifiers to encourage uniform standards in relation to upgrades and general requirements across the LGA, with feedback given to E1 certifiers being well received.
- During the reporting period our Ripples facilities had the following visitations:
 - St Marys and Hydrotherapy : 364,066
 - Penrith : 23,315
- The City's sportsgrounds were sprayed with herbicide and insecticide, fertilised and sections re-turfed under the spring maintenance program. The grounds continue to be mown on a weekly basis to encourage maximum use during the summer season. Parks and open spaces are being maintained in line with their monthly mowing schedules.

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.

- To support effective provision of social infrastructure to meet future community needs, the draft Community and Cultural Facilities Needs Study was completed and ready for internal high-level discussion and endorsement.
- Council continued to provide social planning advice to facilitate social infrastructure planning and provision in new release and accelerated housing areas. In addition, advice was provided on proposed boarding houses, child-care facilities, public and open space and Tench Reserve in the River Precinct.

- As a result of the ongoing COVID-19 pandemic, a reduced number of events that strengthen our community were able to proceed including The Lakeside Long Lunch, which received an exemption from NSW Health, and was able to attract 6,000 visitors to the Sydney International Regatta Centre to enjoy a day of music, food and wine. Council sponsored and supported this event.
- Council has continued to provide support to the community sectors, including convening the Penrith Youth, Homelessness, Community Care Forum, and Nepean Domestic Violence Network interagency meetings. These provided valuable opportunities for community organisations working in Penrith to connect and share key information, challenges and opportunities for collaboration. Council also supported a range of organisations to participate in Youth Week 2021 activities and delivered a Youth Forum on the topic of homelessness to further understand issues related to housing insecurity. An International Women's Day program was delivered with Council supporting organisations to deliver a week long program of events and activities in March 2020. In addition, funds were distributed to seven local community organisations to deliver activities as part of Council's Reimagine Ageing Festival. Council also worked in collaboration with the Penrith Multicultural Interagency to deliver two community events in St Marys to celebrate Harmony Day and Refugee Week.
- Council delivered a reduced number of civic events due to the ongoing COVID-19 pandemic. During the first half of 2021 more than 200 people became Australian citizens at the eight (8) citizenship ceremonies held at The Joan, with other events organised included the 2021 Mayoral Charity Golf Day, the Secondary School Leaders Reception and 2021 Panthers Netball Season Launch.
- To support improved social outcomes, advice was provided on a broad range of current development proposals, strategic planning documents and key projects. This included the Places of Penrith Strategies, Western Parkland City Place-based Infrastructure Compact (PIC), Aerotropolis Social Infrastructure Needs Analysis, Western Sydney Affordable Housing Strategy, NSW Housing Strategy, DPIE Social Impact Assessment Guidelines and the TAFE Construction Hub.
- Due to the impact of COVID-19, the International Day of People with Disability (IDPWD) became a collaborative local arts project rather than the normal community event with local disability organisations. Art kits were made available to local people with disability who took part in three Zoom workshops led by an arts mentor. Their creations were displayed in the Penrith Central Library and a short video was released on IDPWD to showcase the artistic ability of some of our local residents.
- ReAnimate, held in the Penrith City Centre in November 2020, was another event created to meet COVID-19 health guidelines. This activation replaced the annual REAL Festival which could not take place due to COVID-19 and included a contactless, COVID-Safe program of public art installations, music, digital animations and augmented reality experiences.
- 40 projects received CAP funding totaling \$43,079 with an additional \$240 distributed for a project through the program's rolling component. Council also provided \$1,000 of funding to Nepean Migrant Access and Nepean Community and Neighbour Services for the delivery of satellite Grandparents Day events.
- As part of a project aimed at reducing social isolation for older people, Council collaborated with the Nepean Blue Mountains Primary Health Network to deliver community connector training to 21 local residents and services. The training focused on how to best to refer friends and relatives to the appropriate community service. It was well received by all participants.
- Council was unable to deliver its full program of events for the community as a result of the ongoing COVID-19 pandemic and current and ongoing Government health advice.
- Council reinstated some events including the Western Sydney Academy of Sports Meet and Greet, the long-serving staff lunch and began preparations for the Mayoral Golf Charity Day. This quarter also saw the reintroduction of Citizenship Ceremonies

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.

- Council continued to look for ways to interact with our international partners in alternative ways, including online forums as international travel continues to be restricted.
- We are continuing to find new ways for residents to learn about different cultures while the COVID-19 travel restrictions disrupt traditional engagement opportunities. We collaborated with the Museum of Fire to deliver a Japanese exhibition, and several online student exchange programs are in development between Penrith and international partner cities.
- The C3West Skirts saw eight creative workshops with women in Kingswood with a total of 118 participants, the online production of a collective manifesto and installation of 22 printed artwork banners in Wainwright Park, Kingswood. The project launched on 29 May 2021 with 110 people attending the event. The event was followed up by an artist talk with Linda Brescia and Felicity Castagna as well as engagement with Kingswood High School students

CHALLENGES

- Our ability to complete inspections was affected due to the COVID-19 pandemic. The Environmental Health Team continued to modify its practices to limit field time exposure and ensure the safety of Council Officers and the community. During this time, the team maintained its service level for priority and emergency matters as well as conducting COVID-19 Health Checks on local food business.
- The Office of Local Government, Companion Animal Register/Data Base (CAR) underwent extensive maintenance and was offline for around three months. This created a significant backlog of work resulting in overtime to process outstanding CAR entries and updates.
- The impact of COVID-19 was felt by the Swimming Pool Compliance Officers, as they were often faced with residents refusing them entry to their properties regardless of the safety measures Officers put in place in order to carry out their inspections in a COVID safe manner.
- Many events that enliven and strengthen our City were cancelled due to COVID-19. Where events did proceed, their delivery was significantly impacted by additional requirements under COVID safe plans or uncertainty and last-minute changes.
- COVID-19 related restrictions postponed the delivery of Grant Information Sessions and impacted on face-to-face interagency meetings.

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 by Matter Type - 2020-21 Financial year

COMPLAINT TYPE	RECEIVED	COMPLETED
Compliance with conditions of consent	148	120
Dangerous Structures	33	21
Flooding	166	137
Unauthorised business/land use	186	148
Driveway/ Road Reserve	12	8
Landfill/ Earthworks	109	89
Tree Clearing	80	71
Unauthorised structure	219	186
Unauthorised dwelling	127	92
Sediment Control/ Building Site	139	135
Environmental (industrial) Audit	65	75
Unauthorised signage/ VMS	14	15
Asbestos	51	48

Inspections of Private Swimming Pools - 2020-21 Financial year

Number of inspections of tourist and visitor accommodation	4
Number of inspections of premises with two or more dwellings	7
Number of inspections that resulted in issuance of a certificate of compliance	318
Number of inspections that resulted in issuance of a certificate of non-compliance	25

Fan increases on Social Media

PLATFORM	1 July 2020 – 30 June 2021	1 July 2019 – 30 June 2020
Instagram	1,490	1,134
Facebook	2,654	2,487
Twitter	20	12
LinkedIn	1,879	945

% of informed participants in community engagement activities: 69.7% (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 2020-21 the website was visited 44,652 times and around 17,987 people were 'informed' – indicating they have taken the next step from simply being aware and clicked through to something, showing deeper interest, while around 2,028 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.

Change in Council's digital presence



Number of website hits:

1,123,316

Number of page views:

2,004,739



Number of new users:

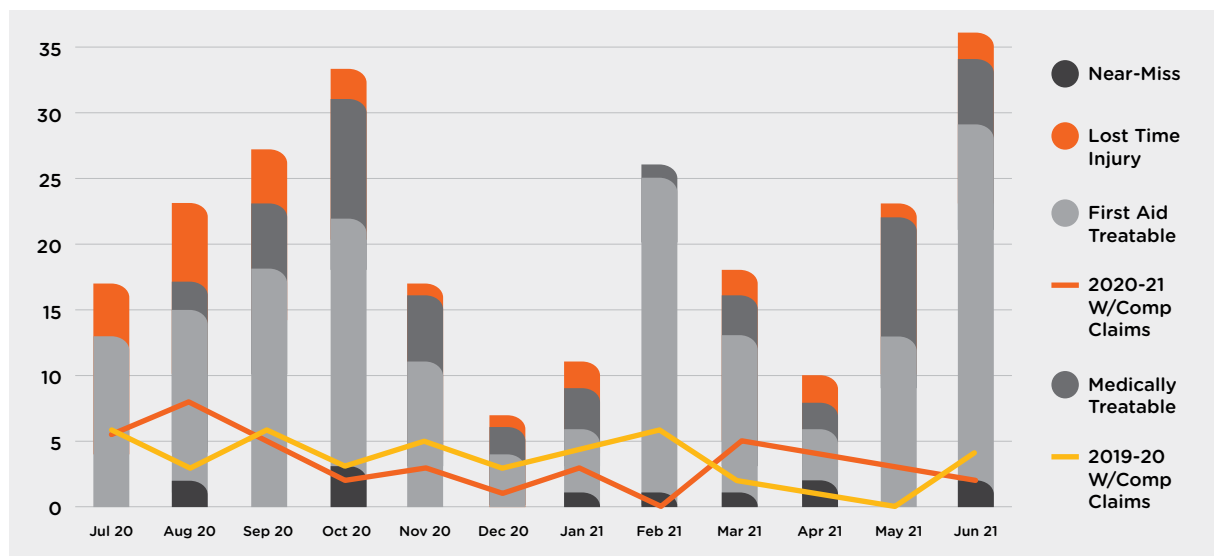
610,705

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.

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. Council has also seen an overall decrease in the number of time loss claims and workers compensation claims compared to the previous year. Our greatest area of injuries come from manual handling activities and trips and falls.

2020-21 has seen a focus on Council's COVID-19 response and maintaining staff mental health with the roll out of additional Mental Health First Aiders across the business. Council became an accredited White Ribbon employer during 2020-21, supporting our overall Towards Zero policy. There has been an increase in internal WHS resources, with the onboarding of additional staff to build stronger relationships and provide ongoing WHS and Injury Management support and advice.



Annual average unplanned absence days (per employee): 7.9

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.

Total number of Councillor decisions made in meetings closed to the public: 29

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 29 decisions were made in the confidential Committee of the Whole from 1 July 2020 to 30 June 2021. Governance staff actively test the legitimacy of items being sent to Committee of the Whole.

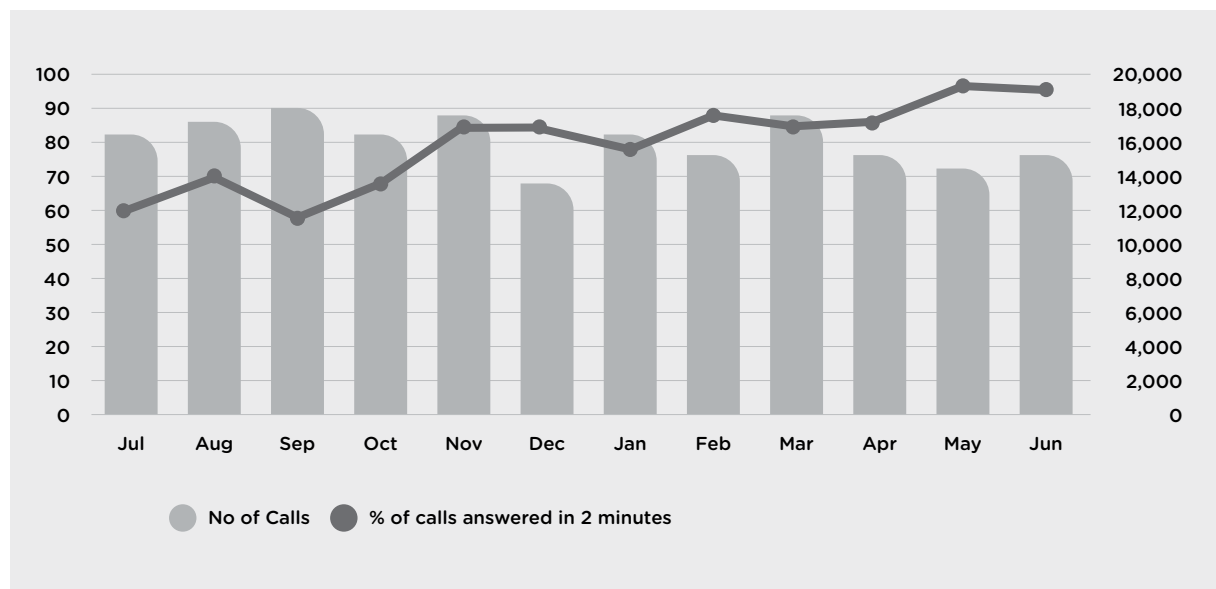
Number of successful liability claims against Council as a % of total claims: 23%

Claims which were allocated payments for third party damages during the reporting period	46
Number of claims received and closed during the reporting period	157
Number of open claims as at 30 June 2020	42

Service level of calls received by Council

Number of calls received: 194,237

Average % of calls answered within 2 minutes (target 80%): 79.23%



- During the 2020-21 financial year, Council received 194,237 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.

Customer Experience have a service level target of

80%

of all calls answered within 2 minutes

The overall service level for 2020-21 was 79.23% (slightly below the previous year's 81.34%). The data shows a strong increasing trend in service level from the beginning to the end of the financial year, with monthly figures going from between 60% and 70% in the first four months of the year to being in the high 80% and 90% range at the end of the year. The service level in the second half of the year from 1 January to 30 June 2021 was 87.93%. Several factors have contributed to the sustained improvement in service level including:

- Customer Experience staff were impacted by technical issues during the first half of the financial year while working from home, which caused frequent interruptions and outages for some staff. This saw an improvement as ICT improved system capabilities within Touchpoint and Citrix, and as more staff began to return to the Civic Centre as the year progressed.
- ICT rolled our laptop devices to all Customer Experience staff and this further improved the stability of their systems.
- Staff numbers increased slightly in late October and November 2020 and then more significantly with a recruitment round in April 2021, which is reflected in the increase in service level from April to May 2021. This increase has been sustained up to the present with service level being above 90% since May 2021.
- Cross skilling allowed for the sharing of the resources from the Front Counter team which also had a positive impact to the second half of the year.
- Call volumes were higher on average in the first half of the financial year than the second half, exacerbating the staffing constraints and technical issues experienced during this time.

Customer Experience had an average call retention rate of 84% (compared with 74% the previous year).

Deviation from budget

Council projected a balanced Budget in the adoption of the original 2020-21 Operational Plan. The actual cumulative result for the year as at June 2021 after allowing for proposed Reserve allocations, including the allocation of \$1.7m to the Financial Management Reserve and \$2.1m to continue the 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.

- Legal Services provides effective dispute resolution and litigation services to Council. During the reporting period Council was involved in 48 matters in the Land and Environment Court and 50 in the Local Court.
- Council continues to improve its risk management processes. This has resulted in a more refined list of Council's top operational risks. Council currently has a total of 483 recorded operational risks, with 474 of these (98%) mitigated within risk appetite and tolerance. Action plans are in place to treat the 9 risks (2%) outside of risk appetite and tolerance.
- Council's current Strategic Internal Audit Program will end on 30 June 2021, and over its 4-year duration has delivered 38 audits and 502 recommendations for improvement; of these, 397 are complete (79%), and only 15 (3%) were not accepted by management.
- We have continued with the digitisation of the archives records.
- Council staff have continued to provide advice and run internal awareness programs on code of conduct and fraud and corruption in addition to undertaking a number of investigations.
- Councillors had an online training session with an external company in November 2020 to refresh the Code of Conduct.
- Council's meeting calendar, business papers and meetings have continued to function effectively, pivoting and responding to the challenging

circumstances of COVID-19 with no interruptions to the service provided or transparency of the function. Meetings have been webcast live on delay, via audio allowing members of the public to still address the meetings.

- Staff continued to support Council's Leadership Team and Councillors by providing day-to-day support with administrative tasks including reviewing and processing correspondence, diary management and event preparation.
- Council has continued to work on providing quality customer service. We have introduced a coaching framework for our staff to provide clear benchmarking for excellent customer service. We encourage and collect adhoc feedback from internal/external customers used to identify areas of opportunity. We introduced a digital counter queueing system to greater understand customer needs and forecasting. Our customer facing portal has been made available 24/7. Cross skilling between contact centre and counter is underway to enable a large pool of staff to handle queries across the various channels. A new foyer has been redesigned and the contact centre has been moved into the same space as the front counter team.
- Consultation was conducted with Departments in relation to InfoStore information architecture requirements, including subsites, libraries, document sets, metadata content and security permissions. The information architecture for the InfoStore system is continually being updated and mapped to RecordPoint. Function based InfoStore demonstrations were delivered.

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 has met all financial requirements for the reporting period with:
 - June 2020 end of year review reported to Council on 24 August 2020.
 - September Quarterly Review completed within statutory deadline and reported to Council on 30 November 2020.

- Finalisation of 2019-20 Annual Financial Statements adopted by Council on 26 October 2020.
- December 2020 Quarterly Review completed within statutory deadline and reported to Council on 22 February 2021.
- March Quarterly Review completed within statutory deadline and reported to Council on 24 May 2021.
- The June Quarterly Review completed within statutory deadline and reported to Council on 23 August 2021.
- Councillor budget briefings in March and April 2021, and prepared Draft 2021-22 Budget which was on exhibition for 28 days as per statutory requirements.
- Final 2021-22 Budget adopted on 28 June 2021 within statutory deadline, and the 2021-22 Operational Plan (including Fees and Charges) was on Council's website within 28 days of adoption.
- Council staff are made aware of ways to improve sustainability in the workplace through internally promoted resources, professional development opportunities and webinars. A sustainability module is available on induction of new employees.
- Council collates and reports quarterly on resource data to ensure Council is using resources efficiently. Solar systems have been installed on four additional Council facilities with a combined capacity of 60 kilowatts. Research on emerging technologies, as well as Council's role in the circular economy, and investigation into the solar system requirements for the nursery is ongoing. Council has signed an agreement to participate in a 100% renewable energy Power Purchase Agreement commencing 2023.
- Council has made a number of enhancements to processes, systems and reporting during the second half of the year. These include improved BAS reconciling capabilities, and invoice processing for Comsecura.
- Council continued its practice of monitoring and reporting of budgets on a monthly basis, and reporting them quarterly to Council.
- Council maintained its 10-year Long Term Financial Plan throughout the year. As part of the 2021-22 budget development process a new model was established with 2021-22 as the base year. This model will continue to inform Council's financial decision-making process and to ensure ongoing financial sustainability.
- Council has replaced 29 major plant items and 64 motor vehicles as part of the Plant and Motor Vehicle Replacement Program this year.

- Council has acquired the former Rocla site at Emu Plains which meets Council's Community Plan objectives to achieve forecast financial returns, diversify and grow Council's property portfolio. In addition, as part of the revitalisation of our city, the planned future industrial precinct to be delivered at this site will serve to diversify our local job opportunities, attract investment to our city and locate businesses close to home.
- Council's Procurement Policy was reviewed again this year to ensure it aligns with the strategic organisational goals of council, with the mandatory e-learning Procurement and Contract Management module being delivered to the organisation.
- Council has completed the Tree Critical Works Package to prune/remove existing trees identified in the initial audit undertaken by Councils' qualified arborists.
- Our road and footpath condition surveys have been completed to inform future road and footpath renewal programs.
- After complex land tenure details were determined, two allotments were transferred to Council's ownership at zero cost from TfNSW to facilitate the land required for the delivery of the new Mulgoa Rural Fire Station,
- 17 allotments were transferred along the banks of the Nepean River to Council at zero cost from the Department of Planning. These allotments were critical in the land assembly requirements for the Regatta Park project.
- A priority approval was obtained from the Minister of Local Government for the acquisition of a key site for the new intersection at Regatta Park.
- A road closure to assist in the delivery of the Soper Place project was put in place with community consultation and Council reporting completed.
- Procurement Standards were reviewed and an update published. A Procurement eLearning module draft is almost complete.
- Existing sustainability module for new employees. Staff were advised of any professional development / learning opportunities on sustainability/resilience topics of interest.
- Sustainability webinars were arranged for staff including a Green Building Council of Australia webinar on the green star tools. The Sustainability team held internal webinars on the heat sensor data so staff can input and apply this to their own roles. The Cooling the City speaker videos continue to be promoted to staff.

- A number of enhancements were made to processes, systems and reporting. These include developing a process for supporting sustainable choices rebate, improvements to the ConnectNow process for system requests and continued refinement of processes and reports for the new accounting standards.

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.

- The Customer Experience Transformation Program had 7 reviews initiated, with 72 improvements identified, to compliment the previously identified 191 improvement actions.
- All reporting requirements have been met within legislated timeframes.
- Adoption of 2020-2024 ICT Strategy – Technology for Tomorrow's Penrith.
- Continued support to the organisation through the COVID-19 pandemic.
- The field services mobility project is now complete and has transitioned to business as usual.
- Council has replaced our 3D mapping software to enable accurate spatial data.
- Continued the delivery of key major information technology projects including:
 - the continuation of Field Services Mobility roll-out and training
 - the transition of customer requests from ECM to Dynamics 365
 - the Payroll Project o implementation of strategic online payments platform
 - ePlanning DA API implementation
 - Contact Centre Telephony, and
 - Construction Management Strategic solution.
- GIS software upgraded to support updated Windows Server technology.
- Publication of specialised map themes using Exponare GIS software.

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.

- Council's online presence continues to be well received and engaging the community through use of the website, social media platforms and engagement site.
- The 2021-22 Operational Plan has been adopted by Council and will provide a framework for reporting Council's activities over the next year.
- Preparation of the new suite of IP&R documents has started with a review of the community outcomes informed by the priorities identified by the community as part of the community engagement process. Engagement will continue as the documents are prepared to ensure they reflect how Council can respond to community needs.
- Council has made a number of submissions during this period, including one on Councillor Superannuation which has resulted in positive changes being made.
- The Resource Allocation Request process for November was completed within the required timeframes and other day-to-day organisational support processes are continuing. A temporary shortfall in resources in Corporate Planning and reporting means legislatively required activities including community engagement, corporate reporting and preparation of the 2021-22 Operational Plan will need to be prioritised.
- Council staff managed motions developed for the local government conference held in November 2020 and also made representations relating to the ongoing ability for councils to be able to choose how their meetings are conducted into the post-pandemic future.

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.

- Council's overall WHS performance has improved compared to the previous year, with more incidents being medically treatable, and less incidents resulting in time loss. There has also been a significant reduction in the number of claims being lodged through insurance.
- Employee engagement activities delivered were:
 - Employee Engagement Survey
 - Capability Framework Pilot
 - Dive In Leadership Development Pilot Program
 - Towards Zero training
 - Learning & Development Framework.
- A business case for a new time and attendance and payroll system has been developed and presented to the Digital Executive Committee.

CHALLENGES

- As the demand for access to information held by Council increases the challenge is to ensure all requests - formal, informal and open access - are dealt with in the statutory time frames.
- Lack of asset data and condition data for some asset classes means some renewal programs are currently reactive and longterm financial planning is not optimised.
- Remote working for workshops, group sessions and large meetings proved challenging.
- Delays in hardware supply chains due to COVID-19



CASE STUDY

CUSTOMER SATISFACTION SURVEY SNAPSHOT

Satisfaction research helps us understand how the community feels about Council's services and facilities, with the results used to help plan services and track our performance. Micromex Research did a detailed telephone survey of 452 random residents between 16 December to 19 January on behalf of Council. It helps us in 5 important areas.

- Assessing and establishing the community's priorities and satisfaction in relation to Council activities, services, and facilities
- Identifying the community's overall level of satisfaction with Council's performance
- Identifying the community's level of agreement with prompted statements surrounding wellbeing/ connectedness
- Identifying methods of communication and engagement with Council
- Identifying top priority areas for Council to focus on

KEY PERFORMANCE INDICATORS

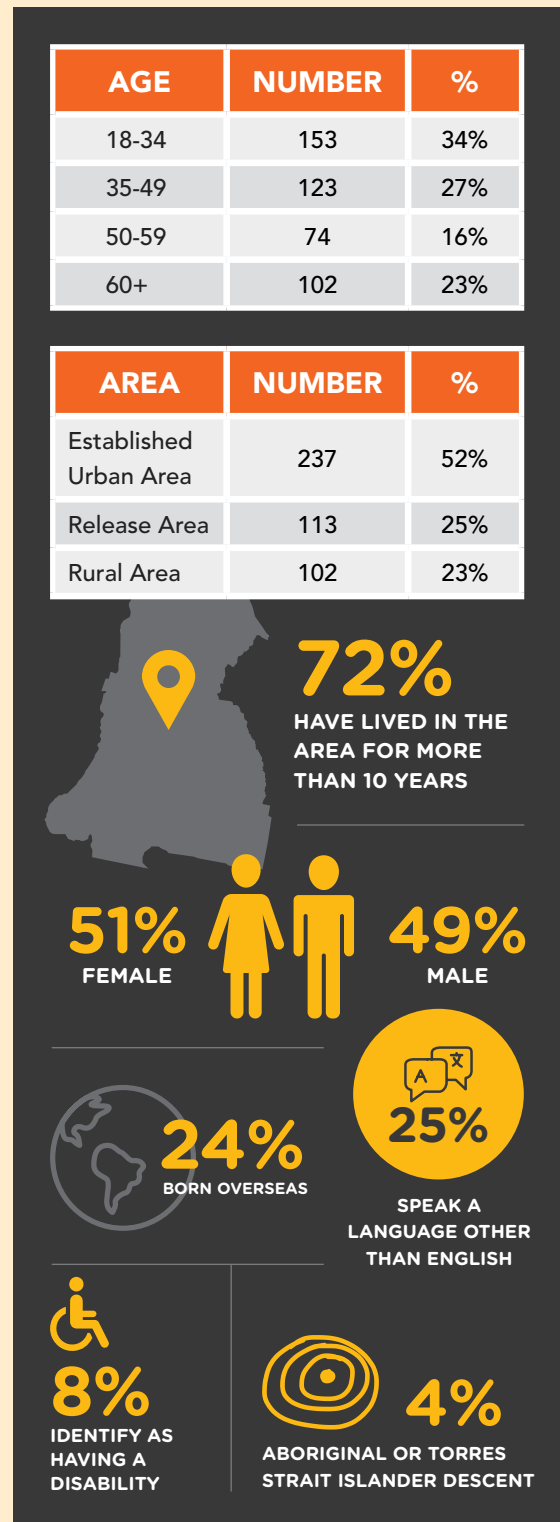
- 92% of residents are at least somewhat satisfied with Council's performance over the past 12 months
- 64% of residents believe the services Council provides are 'good' to 'excellent' value for the rate dollar
- 93% of residents rated overall quality of life in Penrith as 'good' to 'excellent'

WHAT WAS MOST IMPORTANT TO OUR COMMUNITY?

1. Household waste management
2. Clean streets and public spaces
3. Managing Penrith's future
4. Condition and safety of local roads
5. Infrastructure meets population needs

WHERE DO WE NEED TO DO BETTER?

1. Ease of traffic flow
2. Provision of car parking
3. Managing Penrith's future
4. Council listens to the community's needs
5. Availability of information about building approvals



To establish satisfaction with each outcome, questions were targeted toward the key activities of each outcome.

The change from the 2019 survey is indicated in brackets.

OUTCOME 1 WE CAN WORK CLOSE TO HOME

- 88% (+3%) Supporting local businesses and jobs

OUTCOME 2 WE PLAN FOR FUTURE GROWTH

- 85% (+5%) Managing Penrith's future
- 68% (+5%) Infrastructure meets population needs
- 82% (+5%) Advocacy to all levels of government
- 84% (+5%) Planning enhances natural characteristics
- 76% (+4%) Availability of information about building proposals

OUTCOME 3 WE CAN GET AROUND OUR CITY

- 82% (+3%) Condition and safety of local roads
- 54% (-5%) Ease of traffic flow
- 84% (+13%) Access to public transport
- 68% (+9%) Provision of parking
- 83% (0%) Pathways and cycleways

OUTCOME 4 WE HAVE SAFE, VIBRANT PLACES

- 85% (+4%) Clean streets and public places
- 88% (+4%) Condition of public spaces
- 74% (-3%) Facilities provided in local parks, reserves and open spaces
- 76% (-4%) Access to shade and shelter in the City's public spaces
- 87% (+2%) Street and public space lighting

OUTCOME 5 WE CARE FOR OUR ENVIRONMENT

- 88% (+8%) Household waste management
- 86% (-2%) Clean natural areas
- 83% (+3%) Protection of bushland, natural environment and wildlife
- 86% (0%) Companion animal control e.g. registration, stray animals

OUTCOME 6 WE ARE HEALTHY AND SHARE A STRONG COMMUNITY SPIRIT

- 90% (-2%) Access to parks, reserves and open green spaces
- 82% (+1%) Services for older residents
- 84% (+3%) Disability services
- 88% (+4%) Playgrounds meet play needs
- 77% (-6%) Services for younger residents
- 88% (+1%) Condition of sports fields
- 82% (-5%) Services for Aboriginal or Torres Strait Islanders
- 86% (-2%) Services for people from different cultural and language backgrounds
- 82% (-8%) Local community festivals and events
- 98% (+4%) Library services

OUTCOME 7 WE HAVE CONFIDENCE IN OUR COUNCIL

- 81% (+6%) Council is trustworthy
- 75% (+8%) Council communicates well with residents
- 72% (+1%) Council listens to the community's needs and expectations
- 85% (+3%) Information on council services and facilities
- 76% (+5%) Council provides opportunities for residents to get involved in decision making

OUR PEOPLE

OUR
LEADERSHIP
TEAM**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. Board member for Penrith Performing and Visual Arts.

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)
- Certificate in Governance and Risk Management

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 corporate 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

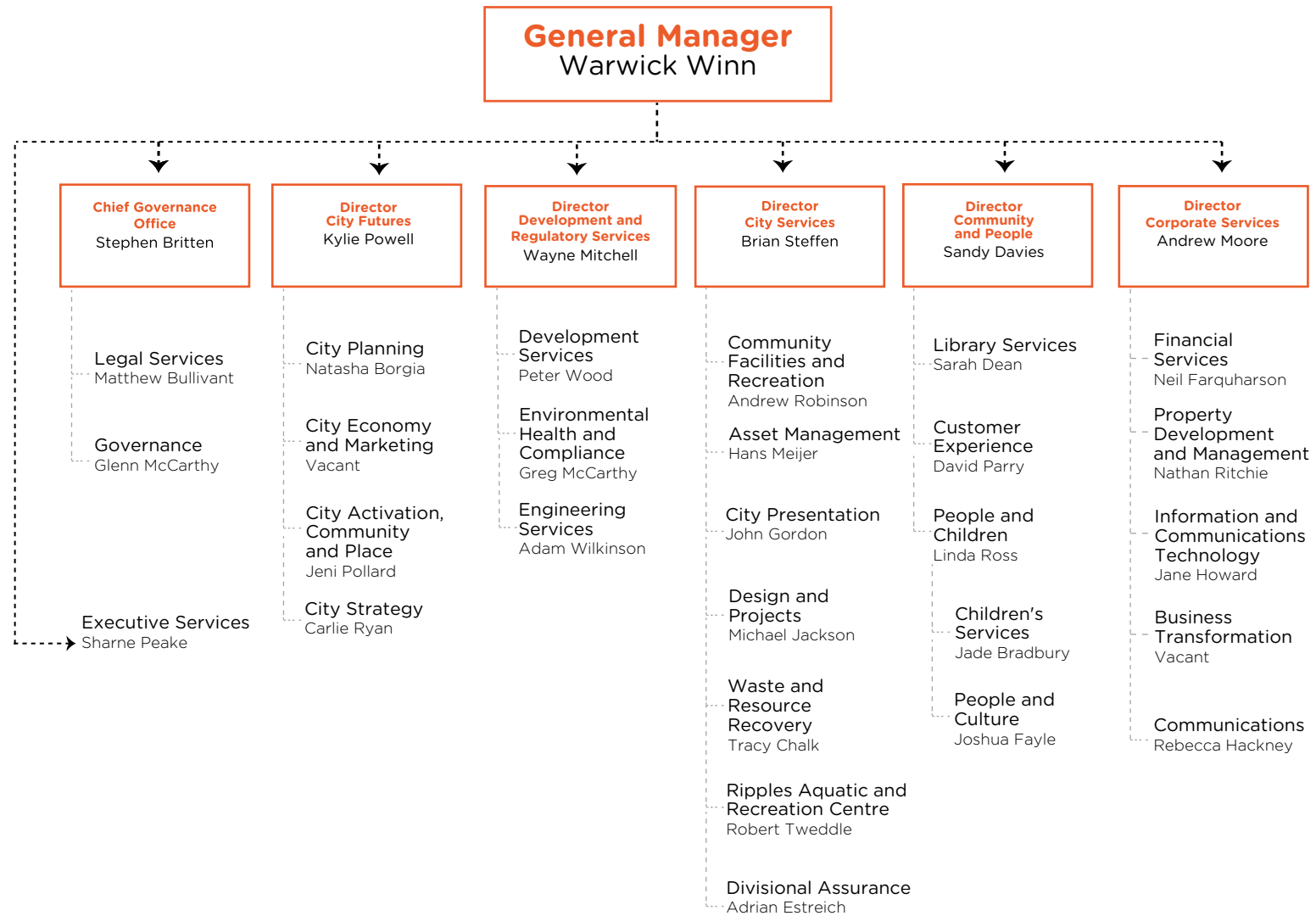
(December 2008 – July 2021, retired)

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)

ORGANISATIONAL CHART



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.

As one of Penrith's largest employers, it is important to us that we are considered an employer of choice. We do this by providing a supportive and positive work environment, offering rewarding opportunities and career development and by supporting a healthy work/life balance.

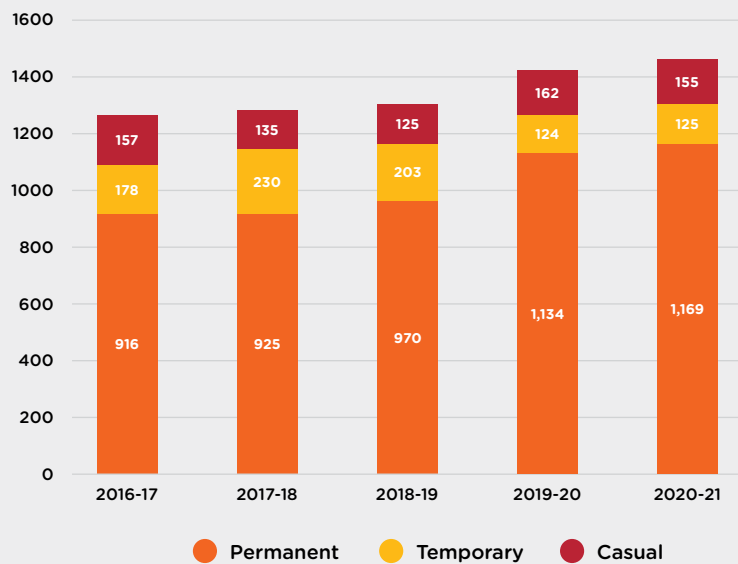
We have a total of 1432 employees in full-time, part-time, permanent, temporary and casual positions. We are one of the largest local government providers of Children's Services in NSW and operate Ripples Leisure Centres at St Marys and Penrith. A small snapshot of our diverse workforce includes engineers, planners, labourers, mechanics, early childhood educators, life guards, enforcement officers, administrators, accountants, lawyers, event organisers, librarians, human resource professionals, the list goes on!

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.

OUR EMPLOYEE HEADCOUNT

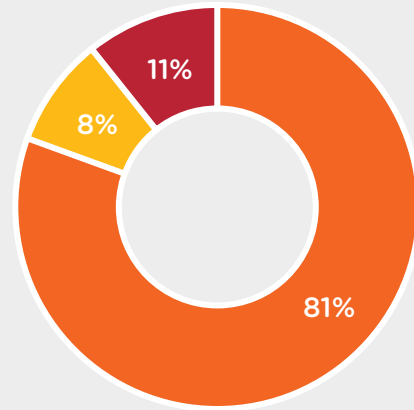
There has been a steady increase in headcount to help support the services we provide to the community.



Note: 2020-21 includes seventeen employees who are employed under multiple categories

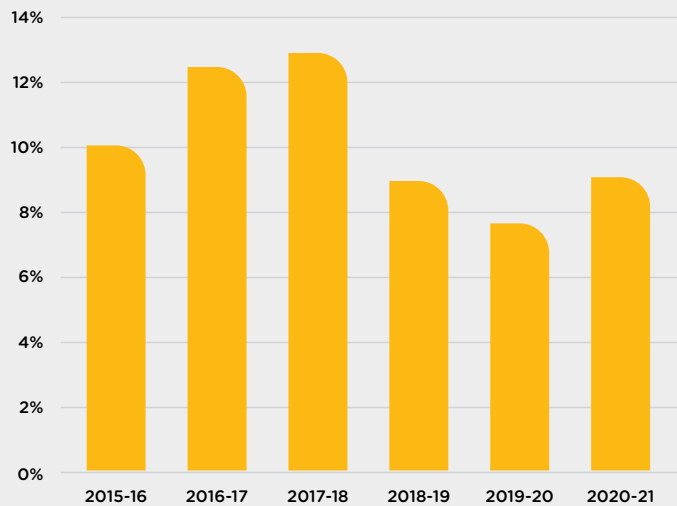
OUR WORKFORCE AS A PERCENTAGE AT 30 JUNE 2021

- Permanent (1,169)
- Temporary (125)
- Casual (155)



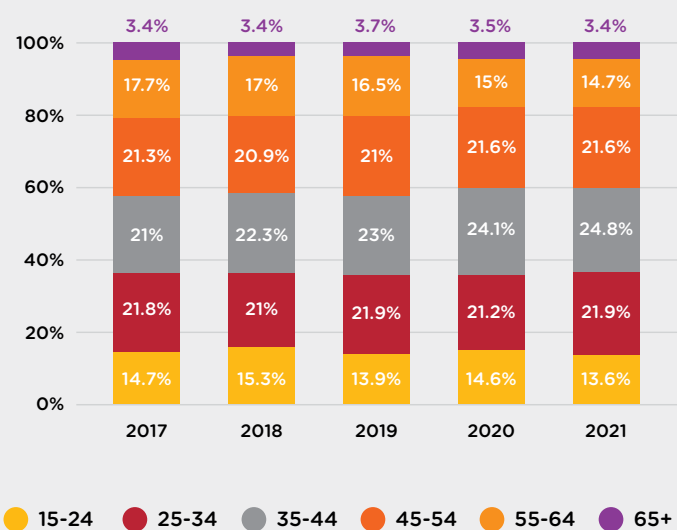
OUR EMPLOYEE TURNOVER

Tracking employee turnover is critical in understanding our employee trends and our ability to retain skilled and experienced employees, as well as a good measure of employee satisfaction. Our employee turnover rate as at 30 June 2021 was 8.98%. While this has slightly increased from last year's figure, it is still a continuation of the downward trend of the last 4 years and represents a healthy turnover rate.



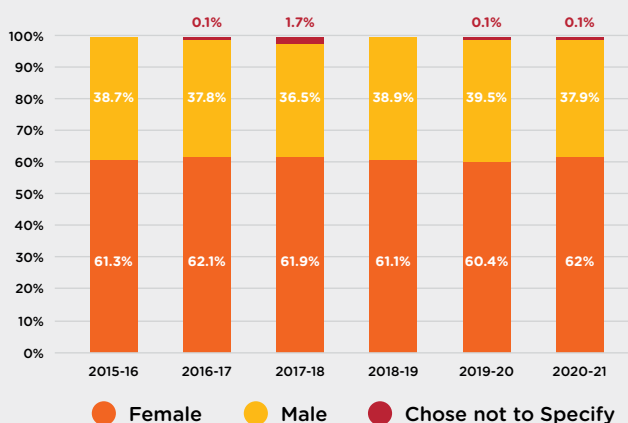
OUR AGE PROFILE

Generally, an ongoing trend in workplaces is that of an ageing workforce. We have continued to maintain consistent age percentage profiles across its workforce for several years now, as demonstrated in this graph. Our successful Traineeship Program continues to attract the younger demographic, while options such as phased-in retirement encourage employees to prolong their careers with us, which assist in retaining key skills and experience.



OUR GENDER PROFILE

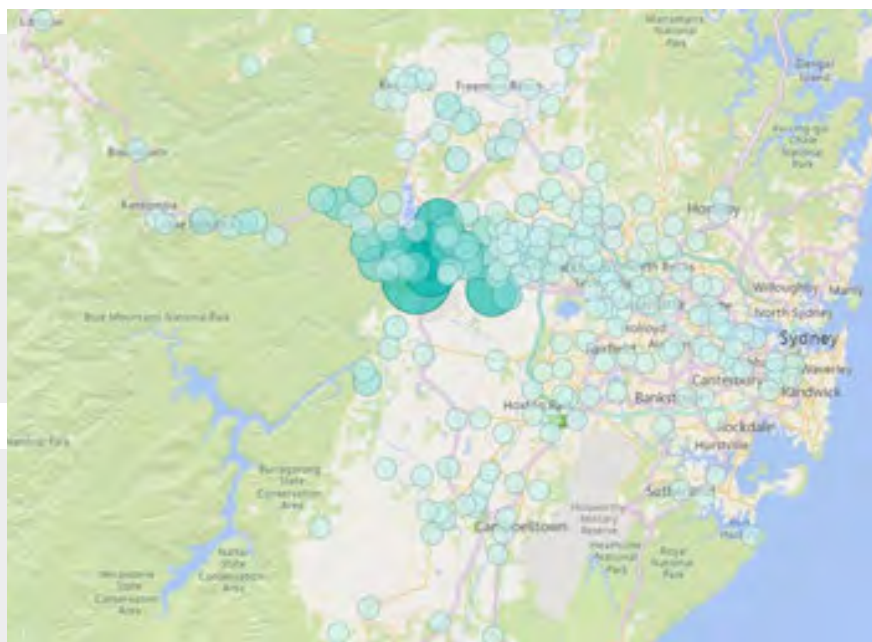
We have had an ongoing commitment to gender equity and is proud to have a Gender Equity Steering Committee and Project Team in place who continually champion gender equity in the workplace. These groups regularly undertake activities to support diversity and inclusion, including development workshops and events with keynote speakers, as well as facilitating our Parental Leave Morning Teas, which provide parents on parental leave with opportunities to connect with the organisation.



Council's gender profile is approximately 62% female and 38% male, with 0.1% who chose not to specify for the year 2020-21.

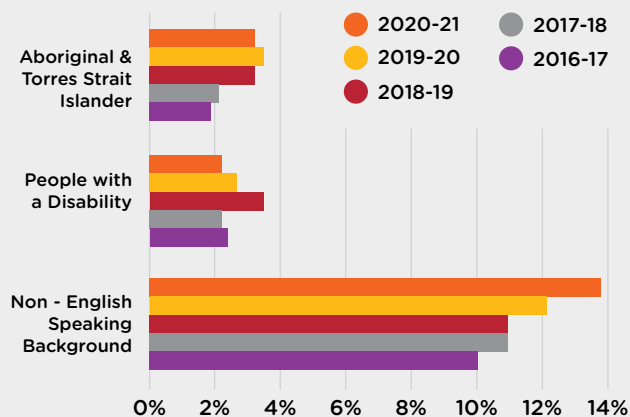
OUR EMPLOYEES PLACES OF RESIDENCE

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



OUR DIVERSITY

We are committed to attracting and retaining a diverse workforce by ensuring all employees are provided equal access to opportunities including development and progression. We actively work to provide a workforce free of discrimination through our values, education and training. We continue 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 previously choosing not to answer these questions.



OUR RECRUITMENT

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

This year, we undertook 299 recruitment campaigns, including external and internal rounds, and received 6,618 applications in total. The average time to recruit was 53 days, a decrease of approximately 7 days per recruitment round from last year.

Our 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 LEARNING AND DEVELOPMENT

We acknowledge it is important to 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, we trialed a leadership development program, focused on the growth of leaders across the areas of self-leadership, leading teams and enhancing results, across a 70/20/10 learning model. This program trial has been successful and will continue to be rolled out to further groups of leaders over the coming years. Council also invests in its leadership development and future pipeline of leaders by sending participants to external leadership programs and events including the Springboard Women's Development Program and the Australian Local Government Women's Association (ALGWA) Conference.

OUR WORK EXPERIENCE AND TRAINEESHIP PROGRAMS

We understand the importance of valuable work experience opportunities being available to our community as well as providing entry level opportunities for people to work full time while studying in a relevant field.

This year, Council employed 11 Business Administration Trainees and 18 Child Care Trainees. Of these, 1 identified as having a disability and 3 identified as being of Aboriginal or Torres Strait Islander background.

OUR PROFESSIONAL DEVELOPMENT PROGRAM

Council's contemporary Professional Development Policy demonstrates our commitment to education, skill maintenance, development and enhancement. The Professional Development Program provides financial assistance and leave to employees accessing Corporate Training, Continuing Professional Development and Education Assistance.

In the 2020-21 financial year, Council supported employees through postgraduate, undergraduate and vocational study. Our employees study across several vocations, including Accounting, Early Childhood Teaching, Business, Project Management, Town Planning, Building Surveying, Information Studies, Civil Engineering, Civil Construction, Marketing, Recordkeeping and Applied Policy.

OUR WORK HEALTH AND SAFETY

Providing a safe workplace continues to be our most important duty as an employer. We are committed to safety including the ongoing management of COVID-19 related activities.

During 2020-21, Council lodged 40 Workers Compensation Claims, of these 28 were recorded as Lost Time Injuries.

Due to the impact COVID-19 has had, there was a reduction in audits being undertaken.

The Health & Safety Committee has continued to meet during the COVID-19 pandemic, with consultation on a number of new policies as part of an updated WH&S Management System being a key focus.

OUR WELLBEING INITIATIVES

Each year we undertake health and wellbeing initiatives for employees. In 2020-21, we provided the flu shot to 345 employees across a variety of settings to accommodate the COVID-19 restrictions. Council employees continue to have access to the Fitness Passport, allowing both themselves and their families access to recreation and fitness facilities at a discounted rate. As well as fitness passport, our Community Programs team from Ripples created a number of virtual offerings to help both customers and employees stay active and healthy at home.

We provide employees with access to free and confidential counselling services through our Employee Assistance Provider. Over 330 sessions were provided during our 2020-21 period, supporting both our employees and their families during the most difficult time of the COVID-19 pandemic.

Our Children's Services department introduced a wellbeing team, as well as wellbeing champions within each centre. The wellbeing team have introduced an annual calendar of programs, introducing wellbeing initiatives and themes each month across the department. One of the activities included working with the children across centres to develop and perform safety messaging that was recorded and presented to the Health and Safety Committee.

At the peak of the latest lockdown, 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 Ripples and People & Culture teams introduced the Council Olympic Games. The games allowed employees to stay connected and have some fun, by challenging our employees and their family to post their best photo or video on Council's Yammer page, re-enacting an Olympic sport. The Council Olympic Games provided new discussion, laughter and a well needed distraction during a difficult time.

FLEXIBLE WORKING ARRANGEMENTS AND FINDING BALANCE

In response to the COVID-19 pandemic, we rapidly changed many ways in which we work to keep our people and community safe, and to continue providing essential services to our customers. This included all indoor employees transitioning to a remote work arrangement during the height of the pandemic, and operational employees undertaking changed models of work including staggered starting times, starting on site, remote work and redeployment where needed during the peak of the pandemic.

We completed an extensive review of the Flexible Working Arrangements Policy and Procedure and introduced our Finding Balance philosophy to better support and encourage flexibility for our people both now and into the future. The policy increased the options and ways of work available to our people while still ensuring a high level of service to our community.

OUR AWARDS

In 2020, Penrith City Council was announced as the winner of the Local Government Professionals 'Excellence in People and Culture Award' and was an 'Excellence Awardee' in the HRD 2020 Australian HR Awards. Furthermore, in the 2021 Local Government Professionals Awards, 'Finding Balance' and 'Dive In – Ripples Aquatic and Recreation Leadership Program' were recognised as finalists.

OUR EMPLOYEE ENGAGEMENT

In October 2020, we conducted an organisation wide Employee Engagement Survey (EES) which provided further extraordinary insights from our people.

Receiving an organisational completion rate of 85%, our overall engagement score across Council is 73% which is:

- **11 percentage points higher than Council's 2017 engagement score of 62%**

- **4 percentage points higher than the Australia New Zealand Top Quartile Organisations norm of 69%**

- **18 percentage points higher than the Australia New Zealand Local Government norm of 55%**

In particular, we received high scores on our organisational approach to diversity and inclusion, safety, our values and customer satisfaction.

APPENDICES



APPENDIX 1 - 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.

In 2020-21 Council held 11 Ordinary Meetings and 5 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.

COUNCILLOR ATTENDANCE AT MEETINGS: 2020 - 21

COUNCILLORS	ORDINARY MEETINGS		POLICY REVIEW COMMITTEE MEETINGS	
	NUMBER	ATTENDED	NUMBER	ATTENDED
Cr Jim Aitken OAM	11	10 ■	5	5
Cr Bernard Bratusa	11	10 ▲	5	4 ▲
Cr Todd Carney	11	11	5	5
Cr Brian Cartwright	11	11	5	4 ▲
Cr Robin Cook	11	11	5	5
Cr Marcus Cornish	11	11	5	4 ▲
Cr Kevin Crameri OAM	11	11	5	5
Cr Greg Davies	11	11	5	4 ▲
Cr Mark Davies	11	10 ■	5	3 ▲▲
Cr Aaron Duke	11	10 ▲	5	1 ▲▲▲▲
Cr Ross Fowler OAM	11	11	5	5
Cr Tricia Hitchen	11	11	5	5
Cr Karen McKeown OAM	11	11	5	5
Cr Kath Presdee	11	10 ■	5	5
Cr John Thain	11	11	5	5

▲ Apology ● Leave of Absence granted for Council related business ■ Leave of Absence granted

OUR COUNCILLOR FEES AND EXPENSES

COUNCILLOR FEES	\$
Mayor Allowance	70,880.04
Deputy Mayor Allowance	17,720.04
Councillor Fees	456,150.60
Overseas Visits	-
Expenses and Facilities	
Office Equipment	-
Usage Charges	
Mobile Phone Calls and Data Usage	24,342.87
Reimbursement to Councillors for mobile phone (not Council Owned)	1,673.59
Reimbursement to Councillors for internet services (not provided by Council)	891.19
Conferences and Seminars	14,319.19
Training and Skill Development	10,200.00
Interstate Visits	-
Expenses for Spouse or Partner	806.10
Child Care Expenses	-
Other Councillor Costs	3,964.66
	600,948.28

OUR PROFESSIONAL DEVELOPMENT

COUNCILLOR NAME	DATE COMPLETED	DATE COMPLETED
Clr Aaron Duke	Did not attend	N/A
Clr Bernard Bratusa	Code of Conduct training	12/10/2020
Clr Brian Cartwright	Code of Conduct training	12/10/2020
Clr Greg Davies	Code of Conduct training	12/10/2020
Clr Jim Aitken OAM	Code of Conduct training	12/10/2020
Clr John Thain	Code of Conduct training	12/10/2020
Clr Kath Presdee	Code of Conduct training	12/10/2020
Clr Kevin Crameri OAM	Code of Conduct training	12/10/2020
Clr Marcus Cornish	Code of Conduct training	12/10/2020
Clr Mark Davies	Code of Conduct training	12/10/2020
Clr Ross Fowler OAM	Code of Conduct training	12/10/2020
Clr Todd Carney	Code of Conduct training	12/10/2020
Clr Tricia Hitchen	Code of Conduct training	12/10/2020
	Planning in NSW - Responding in Uncertain Times	15/07/2021
Clr Robin Cook	Code of Conduct training	12/10/2020
	Managing Media for Councillors	14/08/2020
	Chairing and Effective Meeting Procedures for Councillors	7/09/2020
	Executive Certificate for Elected Members	31/10/2020
	Social Media for Councillors	7/12/2020
	Tax Considerations for Councillors	22/02/2021
	Understanding LG Finances for Councillors	27/01/2021

OUR COMMITTEES AND 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:

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 Seniors Centre Management Committee	Section 355 Committee	Functional
5.	Andromeda Community Centre Management Committee	Section 355 Committee	Functional
6.	Nepean Community and Neighbourhood Services (under licence agreement)	Community Development Organisation	Functional
7.	Community Junction	Community Development Organisation	Functional
8.	Arms Australia Inn Management Committee	Section 355 Committee	Functional
9.	Penrith International Friendship Committee	Section 355 Committee	Functional
10.	Western Sydney Regional Illegal Dumping Squad – Management Committee	Section 355 Committee	Functional
11.	Access Committee (Advisory)	Section 355 Committee	Functional
12.	Heritage Advisory Committee (Advisory)	Section 355 Committee	Functional
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 2020-21 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
- 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 AND 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, COOPERATIVES 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 2020-21 were:

- **Penrith Aquatic and Leisure Ltd**

- **Penrith Performing and Visual Arts Ltd**

- **Penrith Whitewater Stadium Ltd**

APPENDIX 2 - 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. Councillor refresher training was provided in early 2021. Ongoing training through onboarding and e-learning programs continues to be provided to staff and Councillors at other times.

OUR RISK MANAGEMENT AND INTERNAL AUDIT

The Risk and Internal Audit function provides an independent advisory and assurance service to the Leadership Team, Australian Research Integrity Committee and Council. Although separate disciplines, risk and internal audit have a symbiotic relationship, with significant risks informing the Internal Audit Program, and audit work informing risk assessments via testing of key risk controls. Integration of the disciplines allows for a more agile approach which continues to benefit Council. For example, in-year adjustment of the adopted Internal Audit Program to accommodate three emerging risk areas, and using recent audit outcomes to inform the assessment of Council's Strategic Risks during a Leadership Team workshop held in February 2021.

A risk-based 4-year Strategic Internal Audit Program was endorsed by the ARIC in March 2021. The plan is based on a comprehensive process underpinned by consultation, analysis and research and accommodates the ARIC's suggestions for high-priority areas, including periodic cyber-security audits, treasury management, and a rolling program of audits for associated entities.

A first draft of the Penrith City Council Assurance Map has been developed following a desktop exercise and will be finalised during the Year-End Risk Review over August and September 2021. During this time, each of

the managers will be consulted on their key controls and sources of assurance over those controls.

The previous Strategic Internal Audit Program ended on 30 June 2021, and over its 4-year duration delivered 38 audits and 502 recommendations for improvement; of these, 397 have been completed (79%), and only 15 (3%) were not accepted by management.

Significant insights and recommendations have been provided to senior management and ARIC through the audits undertaken (Road & Footpath Renewal & Maintenance, Customer Experience and Info Management).

Internal audit balanced scorecard for 2020-21 reports that ARIC, executive, and customer satisfaction targets were exceeded.

Changes to the Enterprise Risk Management Framework were fully implemented during the Operational Risk Review completed in November 2020. The changes have improved the risk assessment process by making it more user-friendly and by asking managers to self-assess the effectiveness of the controls they have in place to mitigate their risks.

This has resulted in a more refined list of Council's top operational risks being considered by managers, the Leadership Team and ARIC on a six-monthly basis.

In terms of risk performance, Council currently has a total of 483 recorded operational risks, and 474 of these (98%) are mitigated within risk appetite and tolerance. Action plans are in place to treat the 9 risks (2%) outside of risk appetite and tolerance.

COVID-19 has presented a critical risk for Council to manage throughout the year. Through good contingency planning, the Leadership Team was able to rely on established business continuity risk mitigation controls, such as the PCC Crisis Management Plan, Business Continuity Plans and the ICT Strategy.

As a result, Council was able to shift seamlessly to a working from home approach for most indoor staff. The Risk Team undertook various surveys which consistently showed staff were able to remain productive and felt supported. In addition, each department's operational risk register was updated to include the risk "COVID-19 impacting on service delivery" so that managers and the Leadership Team could plan for and monitor the impact of the pandemic on Council's services.

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 2020-21. 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 representation \$2,398,269 in 2020-21. This is compared to \$1,406,358 in 2019-20 and \$815,846 in 2018-19. This expenditure was for general advice, preparing for court hearings, defending appeals, barrister's costs, consultant expert costs and acting for Council in court actions.

Council has spent an estimated \$813,330 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 \$320,216 from cost orders by undertaking its own in-house legal services with respect to conveyancing and litigation.

Fines in the amount of \$590,000 have been recovered through prosecutions in the Local Court.

The net external expenditure on external legal services was \$2,078,053.

MATTERS ONGOING FROM PREVIOUS YEARS IN THE LAND AND ENVIRONMENT COURT

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
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 Court dismissed the appeal on 14 August 2020.	\$54,021
Dinzel Construction Systems Pty Limited and Gaonor Pty Limited 919 Mamre Road, Kemps Creek	Council commenced Class 4 proceedings seeking orders to restrain alleged unauthorised development and uses on the subject land.	\$71,766
Simon Elias 41 and 43 Barber Avenue, 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 Court dismissed the appeal on 21 September 2020. The Applicant was ordered to pay Council's costs thrown away of \$11,500.	\$72,002
GMKA Pty Ltd 31 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 applicant amended their application. The appeal was upheld on 21 September 2020.	\$69,733

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
<p>Evacorp Pty Limited 170 Canberra Street, St Marys</p>	<p>The proceedings relate to an appeal against Council's refusal of a development application which sought consent for the construction of 7 townhouses. The appeal was upheld on 24 July 2020. Applicant ordered to pay Council's costs thrown away of \$6,200.</p>	<p>No external costs. Internal solicitor.</p>
<p>Settlers Estate Limited and Statewide Planning Pty Limited 22 Major Tomkins Parade Werrington</p>	<p>Council commenced proceedings for breach of development consent. Council filed a Class 4 Summons and Notice of Motion seeking injunctive relief. The Court granted an injunction restricting the revegetation of the riparian corridor. The matter was listed for hearing on 17 and 18 May 2021. On 4 September 2020 the Court found in favour of Council and ordered the Respondent to pay Council's costs (currently being assessed)</p>	<p>\$434,384</p>
<p>Catholic Metropolitan Cemeteries Trust 512 Mulgoa Road Wallacia and 13-15 Park Road, Wallacia</p>	<p>The proceedings relate to an appeal against the Local Planning Panel's refusal of a development application for a cemetery, chapel, crematorium and associated buildings. The matter was listed for hearing on 17-19 March 2021 and 22 March 2021. The Court upheld the appeal on 11 May 2021. The applicant was ordered to pay Council's costs thrown away of \$5,000.</p>	<p>\$215,382</p>
<p>Catholic Healthcare Limited 55 Jordan Springs Boulevard, Jordan Springs</p>	<p>The proceedings relate to an appeal against Council's deemed refusal of a development application which sought consent for multi-level nursing home. The parties participated in a conciliation conference on 5 August 2020. The Court upheld the Appeal on 5 August 2020. Applicant ordered to pay Council's costs thrown away of \$12,500.</p>	<p>\$3,938</p>
<p>Genext Penrith Pty Limited 9 Reddan Road, Penrith</p>	<p>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 was listed for hearing on 24 and 25 November 2020. The Court upheld the appeal. Applicant was ordered to pay Council's costs thrown away of \$5,500.</p>	<p>No external costs. Internal solicitor.</p>

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Alpha Engineering and Development Pty Limited 159 Jamison Road, Penrith	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for 21 room boarding house. The matter was listed for conciliation conference on 29 July 2020. The applicant amended the plans and the Court upheld the appeal on 19 August 2020. Applicant ordered to pay Council's costs thrown away of \$4,000.	No external costs. Internal solicitor.
Hallani Constructions Pty Limited 33 Jones Street, 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 was listed for a conciliation conference on 29 September 2020. The Court upheld the Appeal and ordered the Applicant to pay Council's costs thrown away of \$5,300.	No external costs. Internal solicitor.
Mark Cohen 880 Londonderry Road, Londonderry	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for dwelling, pool and agricultural shed. The appeal was upheld on 29 July 2020.	\$4,205
Antonio Agostino 312 Third Avenue, Llandilo	The proceedings relate to an appeal against a development control order. The matter is listed for hearing on 5 and 6 July 2021.	No external costs. Internal solicitor.
Liquid Gold 888 Pty Limited 6 Edith Street, 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 was listed for hearing 14 October 2020. The Court upheld the appeal and ordered the Applicant to pay Council's costs thrown away of \$7,400.	No external costs. 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 was listed for conciliation conference on 19 August 2020. The Court upheld the appeal on 21 August 2020 following amended plans from the applicant. Applicant ordered to pay Council's costs thrown away of \$3,000.	No external costs. Internal solicitor.

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
HS Property Developments Pty Limited and Coprom Pty Limited 34 Mamre Road and 33 Collins Street, St Marys	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for 14 x 2 storey townhouse development. The matter was listed for conciliation conference on 26 February 2021. The court upheld the appeal on 26 February 2021 and ordered the Applicant to pay Council's cost thrown away of \$3,000.	No external costs. Internal solicitor.
Statewide Planning Pty Limited 55 French Street and 22 Major Tomkins Parade Werrington	The proceedings relate to an appeal against Council's deemed refusal of a development application which sought consent for a subdivision. The matter was listed for a conciliation conference on 1 September 2021.	\$129,383
Newton Developments Pty Limited 9-11 Gibson Avenue, Werrington	The proceedings relate to an appeal against Council's refusal of a 13 multi-dwelling housing development and refusal to grant a drainage easement over Council land. The matter was listed for conciliation conference on 3 July 2020. The Court upheld the appeals on 21 August 2020 following resolution of the valuation of the easement and modification of plans. Applicant ordered to pay Council's cost of \$12,944.	\$4,000 plus Internal solicitor
Samarpan Investment Pty Limited 1-7 Markham Avenue, Penrith	On 7 March 2019 the Court made orders granting consent to an application seeking consent for 47 units in a 5-storey residential flat building. The applicant was ordered to pay Council's costs.	\$6,557

NEW MATTERS IN THE LAND AND ENVIRONMENT COURT

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Sirine Chahoud 1105-1117 Mamre Road, Kemps Creek	The proceedings relate to an appeal against the severity of fines imposed initially by the Local Court for unauthorised use of land and construction of a building. The appeal was upheld with a reduction in fines from \$70,000 to \$51,000 plus costs of \$5,097.	No external costs. Internal solicitor.

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Signature Properties No. 5 Pty Limited 26 Hargraves Street, Kingswood	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for 12 room boarding house. The matter was listed for conciliation conference on 14 December 2020. The Court upheld the appeal and ordered the Applicant to pay Council's costs thrown away of \$7,530.	\$9,310
Signature Properties No. 5 Pty Limited 36 Jamison Road, Kingswood	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for 12 room boarding house. The matter was listed for conciliation conference on 12 November 2020. The Court upheld the appeal and ordered the Applicant to pay Council's costs thrown away of \$7,600.	\$10,780
Mary Muscat 931 Mamre Road, Kemps Creek	The proceedings relate to an Appeal against an Order to demolish a shed. The matter was listed for conciliation conference on 1 April 2021. The applicant discontinued the proceedings.	\$4,125
Signature Properties No. 5 Pty Limited 3 Edwards Street, Kingswood	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for 14 room boarding house. The matter was listed for hearing on 26 and 27 May 2021. The court upheld the appeal and ordered the applicant to pay Council's costs thrown away of \$5,730.	\$15,786
Deerubbin Local Aboriginal Land Council 41-63 Cranebrook Road, Cranebrook	The proceedings relate to an appeal against a deemed refusal of a community facility. The matter was listed for a conciliation conference on 26 May 2021. The Court upheld the appeal.	\$66,496
Wiggles & Giggles Cranebrook Pty Limited 15-17 Garswood Road, Glenmore Park	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for a childcare centre. The matter was listed conciliation conference on 3 May 2021. The Court upheld the appeal and the Applicant to pay Council's costs thrown away of \$3,500.	No external costs. Internal solicitor.
Gaonor Pty Limited and Dincel Construction Systems Pty Limited 919-929 Mamre Road, Kemps Creek	The proceedings relate to an appeal against a deemed refusal of the use of a distribution centre. The matter was listed for hearing on 19-21 May 2021. The applicant discontinued the proceedings and ordered to pay Council's costs of \$64,000.	\$120,091

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Sirine Chahoud 1105-1107 Mamre Road, Kemps Creek	The proceedings relate to an appeal against a development control order to remove fill. The matter was listed for conciliation conference on 21 June 2021. The Court upheld the appeal with a modified order.	\$6,738
Toga Developments Pty Limited 634-638 High Street and 87-91 Union Road, Penrith	The proceedings relate to an appeal against a mixed-use development. The matter is listed for conciliation conference on 9 September 2021.	\$3,090
Siwogu Pty Limited 1590-1594 Mulgoa Road Wallacia	The proceedings relate to an appeal against a refusal for alterations and additions to the Wallacia Hotel. The matter is listed for conciliation conference on 30 July 2021.	\$4,000
McDonagh Developments Pty Limited 282 Great Western Highway, Emu Plains	The proceedings relate to an appeal against a refusal of the construction of a seniors housing development. The matter is listed for hearing on 25 and 26 October 2021	No external costs. Internal solicitor.
Suzanne Halwe 14 Bennett Road, Colyton	The proceedings relate to an appeal against a refusal of alteration and additions to an existing childcare centre. The matter was listed for conciliation conference on 14 May 2021. The Court upheld the appeal with Judgment on 6 July 2021.	No external costs. Internal solicitor.
Jason and Renee Camilleri 43 Kerrs Road, Mount Vernon	The proceedings relate to an appeal against a development control order. The matter is listed for conciliation conference on 23 September 2021.	No external costs. Internal solicitor
Liquid Gold 888 Pty Limited 6 Edna Street, Kingswood	The proceedings relate to an appeal against a refusal of a 12 room boarding house. The matter is listed for hearing on 24 and 25 August 2021.	\$18,798

MATTERS IN THE SUPREME COURT (COURT OF APPEAL)

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Settlers Estate Pty Limited and Statewide Planning Pty Limited 22 Major Tomkins Parade, Werrington	The proceedings relate to an appeal of the decision of the Land and Environment Court regarding breach of development consent. The matter was listed for hearing on 12 February 2021. The court dismissed the appeal and ordered the Applicant to pay Council's costs of \$120,000.	\$144,624
Dincol Construction Systems Pty Limited and Gaonor Pty Limited 919 Mamre Road, Badgery's Creek	The proceedings relate to an appeal of the decision of the Land and Environment Court regarding Council seeking orders to restrain alleged unauthorised development and uses on the subject land. The matter was listed for hearing on 13 May 2021. Judgment handed down on 2 July 2021, with appeal allowed only in part, but substantively dismissed.	\$152,579

MATTERS IN THE DISTRICT COURT

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Bulk Resources Management Pty Limited 1725 Elizabeth Drive, Badgery's Creek	The proceedings relate to an appeal on the severity of the Local Court decision. The matter was withdrawn due to the Court having no jurisdiction to hear appeal.	\$34,573
Kristy Spencer 83 McNaughton St, Jamisontown	The proceedings relate to an appeal on the severity of the Local Court decision. The matter was withdrawn due to the Court having no jurisdiction hear appeal.	No external costs. Internal solicitor.
Nathan Barry 34 Marks Street, St Marys	The proceedings relate to an appeal on severity of the Local Court decision. The matter was dismissed due to Court having no jurisdiction to hear appeal.	No external costs. Internal solicitor.

MATTERS IN THE INDUSTRIAL RELATIONS COMMISSION

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Staffing Matter	A staff member appealed seeking reinstatement after a disciplinary investigation found that the staff member had breached Council's Code of Conduct and as a result was terminated. The matter was resolved in Council's favour.	\$40,329

MATTERS IN THE HUMAN RIGHTS AND EQUAL OPPORTUNITY COMMISSION

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Staffing Matter	A complaint was made by an applicant who was unsuccessful in a recruitment round. The matter was mediated and resolved.	No external costs. Internal solicitor.

MATTERS IN THE LOCAL COURT

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
MC Exports Australia Pty Limited 931 – 947 Mamre Road, Kemps Creek	<p>Council commenced proceedings for unauthorised land use.</p> <p>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.</p> <p>The defendant was found guilty and fined \$220,000.00 and ordered to pay costs of \$1,991.00. The defendant lodged an annulment application. The fine was annulled and the hearing was on 5 May 2021. The defendant was convicted and fined \$295,000 and costs of \$14,000.</p> <p>The defendant has lodged another annulment application which was again dismissed on 8 July 2021.</p>	No external costs. Internal solicitor.

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Ken Sui 931 – 947 Mamre Road, 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 was found guilty and fined \$110,000.00 and ordered to pay costs of \$1,297.00 The defendant lodged an annulment application. The fine was annulled and a guilty plea entered. The matter was listed for sentencing on 23 July 2020. The defendant was convicted and fined \$20,000 and ordered to pay \$1,597.00 in costs.	No external costs. Internal solicitor.
Sirine Chahoud 1107-1115 Mamre Road, Kemps Creek	Council commenced proceedings for unauthorised use of land and construction of 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 appealed the severity of the appeal (see comments on the appeal above)	No external costs. Internal solicitor.
Bulk Resources Management Pty Limited 1725 Elizabeth Drive, Badgery's Creek	Council commenced proceedings for a failure to answer a Statutory Order. The defendant pleaded guilty on 23 July 2020 and was convicted and fined \$45,000 and \$1597.00 in costs.	No external costs. Internal solicitor.
Nathan Barry	Council commenced proceedings for a breach of the Protection of the Operations Act. The matter was in Court on 2 July 2020. The defendant was convicted and fined \$40,000 and ordered to pay costs of \$1,297.00	No external costs. Internal solicitor
Royson Valore	The defendant appealed a penalty notice that was issued for an offence against the Companion Animals Act. The matter was listed for plea/mention on 25 November 2020. The matter was withdrawn.	No external costs. Internal solicitor.
Paegan Fernance	The defendant appealed a penalty notice that was issued for an offence against the Companion Animals Act. The matter was listed for plea/mention on 28 October 2020. The matter was withdrawn.	No external costs. Internal solicitor.

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Kamel Abdelsayed	<p>The defendant appealed a penalty notice that was issued for an offence against the Companion Animals Act.</p> <p>The matter was listed for hearing on 12 November 2020. The defendant was convicted and sentenced to a 6 months conditional release order.</p>	<p>No external costs. Internal solicitor.</p>
Kristy Spencer	<p>Council commenced proceedings for offences under the Environment Planning and Assessment Act.</p> <p>The defendant pleaded guilty on 20 August 2020 and was convicted and fined \$27,000 and \$1598.00 in costs.</p>	<p>\$2,273</p>
SES Builders Pty Limited	<p>The defendant appealed a penalty notice that was issued for an offence against the Environmental Planning and Assessment Act.</p> <p>The matter was listed for plea/mention on 11 November 2020. The matter was withdrawn.</p>	<p>No external costs. Internal solicitor.</p>
Leigh Parkes	<p>The defendant appealed a penalty notice that was issued for an offence against the Swimming Pools Act.</p> <p>The matter was listed for plea/mention on 9 December 2020. The matter was withdrawn.</p>	<p>No external costs. Internal solicitor.</p>
Joseph Murina	<p>Council commenced proceedings for development without approval for earthworks.</p> <p>The defendant entered a guilty plea. On 19 January 2021 the defendant was convicted and fined \$75,000 and ordered to pay costs of \$3,500.</p>	<p>No external costs. Internal solicitor.</p>
Norman Bowmaker	<p>Council commenced proceedings for recovery of a debt. Default judgment was issued by the Court.</p>	<p>No external costs. Internal solicitor.</p>
Grindley Construction Pty Limited	<p>Council commenced proceedings for offences under the Environment Planning and Assessment Act.</p> <p>The defendant pleaded guilty and was sentenced on 11 December 2020. The defendant was convicted with a correctional order and ordered to pay costs of \$1,500.</p>	<p>No external costs. Internal solicitor.</p>
Vicki Mahon	<p>The defendant appealed a penalty notice that was issued for offences against the Companion Animals Act.</p> <p>The matter was listed for mention/plea on 17 February 2021. The matter was withdrawn.</p>	<p>No external costs. Internal solicitor.</p>

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
David Vella	Council commenced proceedings for offences under the Environment Planning and Assessment Act. A guilty plea was entered for 2 offences with remaining 2 offences withdrawn. The matter was listed for sentencing on 25 March 2021. The defendant was convicted and fined a total of \$30,000 and ordered to pay costs of \$3,696.	No external costs. Internal solicitor.
Ryan Kelly	Council commenced proceedings for development not in accordance with consent. The defendant pleaded guilty to 1 offence and the other 2 offences were withdrawn. The matter is listed for sentencing on 16 August 2021.	No external costs. Internal solicitor.
Samurai Sti Pty Limited	The defendant appealed a penalty notice for occupy premises without an occupation certificate. The Defendant was convicted and fined \$7,000 and ordered to pay costs of \$1,000.	No external costs. Internal solicitor.
The Owners Corporation SP 91366	Council commenced proceedings for offences against the Environmental Planning and Assessment Act. The defendant pleaded guilty and the matters is listed for sentencing on 24 September 2021.	No external costs. Internal solicitor.
37 York Road Pty Limited	Council commenced proceedings for recovery of a debt. The matter was discontinued.	No external costs. Internal solicitor.
Miro Aul	The defendant appealed a penalty notice for offence under the Environmental Protection Act. The matter is listed for plea/mention on 25 August 2021.	No external costs. Internal solicitor.
Adrian Przekora & Ors	Council commenced proceedings for offences against the Environmental Planning & Assessment Act. The defendant pleaded guilty to all offences. The matter is listed for sentencing on 3 September 2021.	No external costs. Internal solicitor.
Various Parking Matters	There were 54 Parking matters prosecuted during the period.	No external costs.

MATTERS IN THE CORONERS COURT

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
NA	NA	NA

MATTERS IN THE NSW CIVIL AND ADMINISTRATIVE TRIBUNAL

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Lendlease Communities (Australia) Limited	The matter relates to an administrative review of a decision of Council made under the Government Information (Public Access) Act 2009. The matter was dismissed on 13 July 2021 because Lendlease Communities (Australia) Limited withdrew the application.	\$9,625

Details of internal legal expenses can be viewed in our supplementary statutory information.

Costs quoted are the costs incurred on those matters within 2020-21 only.

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

EXPENSES/RECOVERED MONIES	VALUE
External Legal Expenses	\$2,398,269
Internal Legal Expenses	\$813,330
Costs Orders	\$320,216
Recovered Fines	\$590,000

OUR ECONOMIC INITIATIVES

- Key city shaping projects have significantly progressed over the last 12 months - Regatta Park has commenced construction and City Park is set to commence construction in late 2021. Council is committed to delivering vibrant green spaces across the city and recognises the importance that good amenity has in creating a sustainable economy and helping to attract future investment.
- COVID-19 has presented significant challenges for the local business community and Penrith City Council. Council developed a COVID-19 Recovery Plan to address some of these challenges. This included the establishment of a social and economic recovery taskforce and the delivery of associated campaigns including Penrith Proud and St Marys Strong to support the community and business through COVID-19 by encouraging residents to buy locally.
- Council continues to collaborate with key stakeholders of The Quarter to drive a thriving and sustainable health and education precinct now and into the future. Key achievements for 2020-21 included the delivery of The Quarter Investment Prospectus campaign which has generated several new investment leads to date.
- Council continues to leverage investment opportunities through the Western Sydney City Deal.
- Council continues to collaborate with industry, education and government stakeholders to deliver projects like the Generation STEM Community Partnership Program in local high schools to build community capacity and skills for jobs of the future. The Gen Stem Program is underway and will culminate with a showcase of the student and industry partnerships later in 2021.
- With a focus on strengthening the local manufacturing industry, Council partnered with Regional Development Australia and Export Australia to deliver An Export Capabilities Webinar for Penrith businesses. The Webinar featured industry, trade, Government, export and finance experts to support local manufacturing businesses considering exporting, or those who are exporting and are considering expanding or diversifying.
- Work has commenced on a review of Council's Economic Development Strategy and an updated Strategy and Implementation Plan will be delivered in 2022.
- Council has refined its approach to dealing with investment enquiries through the development of a process map to ensure a consistent and thorough approach to servicing businesses wishing to locate in Penrith.
- Council has developed a draft Visitor Economy Strategy to drive a sustainable tourism industry now and into the future as we prepare for the opening of the new Western Sydney Airport. The draft Strategy identifies opportunities for now and post-COVID.
- Council was successful in receiving Government funding to develop a Heritage Walk through the Penrith CBD. The funds will assist with developing a digital map and interpretive signage. The walk will provide an alternative to the much-loved River Walk and build on Penrith's already strong tourism offering. The Heritage Walk digital map will be developed in the coming year.

OUR ADVOCACY

Council advocates to other levels of government on behalf of our community for our City to be connected, healthy, innovative and balanced during this period of rapid growth and transformation in our region.

During 2020-21 we made a submission to the Environmental Impact Statement for the Sydney Metro Western Sydney Airport stating our interest in ensuring the project delivers superior transport and connectivity, as well as public domain and social outcomes. We will continue to provide feedback for consideration by the NSW Government during the design of stations and their precincts.

We are continuing to advocate for rapid bus transport to connect the Penrith City Centre to the Western Sydney Airport and Aerotropolis, including a stop at the Nepean Hospital Precinct. We are also advocating for an east-west bus route to provide a connection from Penrith to The Quarter and St Marys.

We are seeking funds and support for a strategic business case for the Castlereagh Connection to enable safe evacuation of the Hawkesbury Nepean Valley, improve connectivity through the region and enable better access to local jobs.

We are also seeking funds and support from Transport for NSW for the Werrington Arterial Stage 2, the missing link of critical infrastructure between the M4 at St Marys, the Great Western highway and the North West Growth Area.

We have also made progress in our advocacy for Penrith Lakes, which presents a significant opportunity for the community and our City. We have successfully advocated to Department of Planning Industry and Environment for the Development Control Plan to be delivered in two stages allowing Council and other stakeholders to provide input into a vision, structure plan, objectives and controls as part of Stage 2.

We have advocated for our community by making submissions on proposals from the NSW Government.

We continue to work with other councils and levels of government to champion the needs and aspirations of our community via participation in collaborative working groups. We also provide input into plans and strategies for the Western Parkland City as they arise.

Council continues to work with City Deal partners and other key stakeholders to ensure that the benefits of the North South Rail Link are maximised:

- Council made a submission to the Environmental Impact Statement for Sydney Metro Western Sydney Airport in November 2020 noting three of the six stations are within Penrith's local government area.
- Our submission stated Council has a significant interest in ensuring the Sydney Metro Western Sydney Airport delivers not only superior transport and connectivity outcomes, but also superior public domain and social outcomes.
- Our submission highlights the structure plan in our LSPS which provides guidance for investment and development within and along the North South Rail corridor, particularly where new rail stations could be located.
- We will continue to provide input and feedback for consideration by the NSW Government during the design of stations and their precincts. Council is advocating for integration of the transport interchange with surrounding areas. This includes enabling convenient and safe access to the interchange for pedestrians and cyclists in all directions. Activating surrounding areas to make the precinct more attractive and encourage people to spend time in St Marys is also a priority for Council.

Public transport connections:

- Rapid Bus Transport will stimulate jobs and innovation, ensuring the Western Sydney International Airport is embedded in the Western Parkland City while delivering more efficient movement across the region.
- In our submission to the Environmental Impact Statement for Sydney Metro Western Sydney Airport in November 2020, Council expressed disappointment there was no station identified for The Quarter and requested the Sydney Metro Western Sydney Airport project consider opportunities to extend station catchments through network integration and enhanced transport services linking the project to The Quarter.
- Council is advocating for the rapid bus service from Penrith City Centre to the Western Sydney International Airport and Aerotropolis to include a stop at the Nepean Hospital precinct.
- Council is also advocating for a potential public transport corridor for frequent turn-up-and-go services between Penrith City Centre, The Quarter and St Marys.

Council continues to advocate for the planning and delivery of the Castlereagh Connection:

- Council is seeking funds and support to develop a strategic business case for detailed analysis as the next step for the Castlereagh Connection.
- The Castlereagh Connection will facilitate community safety and resilience by providing an additional east-west evacuation route for people in the Hawkesbury-Nepean Valley and north Penrith during major floods.
- The Castlereagh Connection will connect our community to local jobs and services (including disadvantaged communities in St Marys and Mt Druitt) whilst increasing regional connectivity and the appeal of strategic centres as places to do business.
- The Castlereagh Connection will also connect to important future infrastructure projects such as the Outer Sydney Orbital and Sydney Metro Western Sydney Airport.

Council continues to advocate for a commitment from Transport for NSW for the delivery of the Werrington Arterial Stage 2:

- Council is seeking funds and a commitment from Transport for NSW to deliver the Werrington Arterial Stage 2, a critical State Arterial Road connection.

- The Werrington Arterial Stage 2 is the missing link of critical infrastructure between the M4 at St Marys, the Great Western highway and the North West Growth Area.
- It is sandwiched between the soon-to-be-completed Federally funded Dunheved Road upgrade and the Werrington Arterial Stage 1.
- The upgrade will improve community safety in the school precinct, particularly around Kurrabee School. This is a pressing issue given the volume of traffic, including heavy vehicles throughout the area.
- The Werrington Arterial Stage 2 will also reduce congestion and enhance access to employment and economic development in areas such as Dunheved Business Park and Jordan Springs.
- It will provide connectivity to future infrastructure projects such as the North St Marys Intermodal and Outer Sydney Orbital.
- The upgrade will also support community health outcomes through a dedicated shared off-road path for cyclists and pedestrians.

Council is advocating for the progression of a vision for land use planning at Penrith Lakes:

- Council recognises Penrith Lakes presents a significant opportunity for the community and our City.
- As part of our advocacy, we provided a submission to the Stage 1 Development Control Plan (DCP) for Penrith Lakes exhibited by the Department of Planning, Industry and the Environment (DPIE), and successfully negotiated for the Development Control Plan to be prepared in two stages.
- Stage 1 will ensure objectives and controls apply to existing zoned land under the Penrith Lakes SEPP.
- Stage 2 will include a vision, structure plan, objectives and controls for the broader, un-zoned land. It will be subject to further work with key stakeholders including Council, DPIE and the Penrith Lakes Development Corporation. The DCP Stage 2 will be reported to Council when the vision and structure plan is progressed for the broader Penrith Lakes Area.
- In discussions with DPIE on the DCP, Council has continually articulated the importance of Penrith Lakes as part of the broader strategic planning work for the LGA.

Council is working in partnership with others to unlock our opportunities:

- Council continues to work with other councils in our region and other levels of government to advocate for our community through participation in the working groups relating to the Greater Penrith Collaboration Area, Greater Penrith to Eastern Creek Investigation Area, Western Parkland Councils alliance. We will also provide input into plans and strategies for the Western Parkland City Authority as they arise and participate in the next phase of the City Deal.
- Council leverages these opportunities for collaboration to advocate for infrastructure that is aligned with growth, ensuring jobs close to home, enriching our places and supporting community resilience and environmental values.

Council is making submissions to other levels of government:

- Council makes submissions on proposed plans, policies and regulations/legislation from other levels of government.
- For instance, Council made a submission to DPIE on the draft Plan of Management for Fernhill Estate. We advocated for a coordinated vision for the Estate and each of its precincts, supported walking and cycling connections and highlighted the Estate's ecological and hydrological values.
- We recommended consideration of a range of cultural and recreational uses which would enable community use of the Estate whilst protecting natural attributes. We also highlighted the need for assessing impacts to biodiversity, given the number of threatened fauna species identified in recent years.
- Council also made a submission to the draft Making the Western Parkland City: Initial Place Based Infrastructure Compact (PIC). Council called for meaningful sharing of information with councils and stakeholders to enable informed feedback.
- Council also asked that the PIC use data and population growth assumptions, as well as infrastructure planning that is consistent with other state government plans and assumptions. We asked them to consider recent changes made to local plans.
- Council recommended clarification of job containment ratios and funding mechanisms and responsibilities for infrastructure planning and delivery for the PIC.

- Council also highlighted the need for a holistic and strategic approach to social and affordable housing that considers the broader housing continuum for the PIC.
- Other submissions have included:
 - Submission to the NSW Flood Prone Land Package.
 - Submission to exhibition to Draft Development Control Plan - Mamre Road Precinct.
 - Submission to exhibition of Draft Housing Diversity State Environmental Planning Policy.
 - Submission to the Productivity Commission Review on Infrastructure Contributions.
 - Submission to Draft Cumberland Plain Conservation Plan.
 - Aerotropolis Precinct Plan Submission.
 - Submission to Draft Western Sydney Aerotropolis Special Infrastructure Contributions.
 - Submission to Draft Penrith Lakes DCP - Stage 1.
 - Submissions to Agritourism and small-scale Agriculture amendments.
 - Submission to DPIE on Clause 4.6 Review.
 - Submission on the Building Business Back Better.
 - Submission on the DPIE draft Natural Hazards package.
 - Submission to amendments to Concurrence and Repeal requirements.
 - Submission on Warragamba Pipeline guidelines
 - Submission on the Design and Place SEPP.

OUR REMUNERATION OF SENIOR STAFF

GENERAL MANAGER - CLAUSE 217 (1) (B) - WARWICK WINN	
(i) Total value of the salary component of the package	424,920.94
(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	-
(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	27,806.42
(iv) Total value of any non-cash benefits for which any of them may elect under the package	1,400.42
(v) Total amount payable by the council by way of fringe benefits tax for any such non-cash benefits	1,691.57
Total Including non-cash benefits & FBT Payable	455,819.35

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

* Council resolved to offer the General Manager a 12 month contract to commence on 27 August 2022 which was subsequently accepted.

* The TRP of the new contract is \$463,890 plus any Statutory and Other Offices Remuneration Tribunal (SOORT) increases applicable before commencement.

OUR OVERSEAS VISITS

There was no overseas travel by Council officers, Councillors or any other people representing Council in the 2020-21 financial year.

Access to our information - GIPA

Clause 8A: Details of the review carried out by the agency under section 7 (3) of the 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

All applications were processed within the statutory time frame. 808 Informal and Open Access GIPA requests for internal plans and documents were received and processed within the statutory time frame.

Clause 8B: 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
61

Clause 8C: 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 Act (information for which there is conclusive presumption of overriding public interest against disclosure).

NUMBER OF APPLICATIONS REFUSED	WHOLLY	PARTLY	TOTAL
	0	0	0
% of Total	0%	0%	

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	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	5	0	0	0	0	0	0	0	5	8%
Not for profit organisations or community groups	1	0	0	0	0	0	0	0	1	2%
Members of the public (by legal representative)	23	0	0	1	0	0	0	4	28	42%
Members of the public (other)	21	6	0	0	0	0	0	5	32	48%
Total	50	6	0	1	0	0	0	9	66	
% of Total	76%	9%	0%	2%	0%	0%	0%	14%		

* 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 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
Personal information applications*	26	3	0	1	0	0	0	3	33	50%
Access applications (other than personal information applications)	24	3	0	0	0	0	0	6	33	50%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
Total	50	6	0	1	0	0	0	9	66	
% of Total	76%	9%	0%	2%	0%	0%	0%	14%		

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the 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)	5	100%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	5	100%
Invalid applications that subsequently became valid applications	5	100%
Total	5	

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

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally - Sch 1(5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
Total	0	

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

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

	Number of times consideration used*	% of Total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	6	100%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	6	

Table F: Timeliness

Reason for invalidity	No of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	63	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	63	

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

	Decision varied	Decision upheld	Total	% of Total
Internal review	0	3	3	75%
Review by Information Commissioner*	1	0	1	25%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
Total	1	3	4	
% of Total	25%	75%		

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

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

	Number of applications for review	% of Total
Applications by access applicants	1	20%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	4	80%
Total	5	

Table I: Applications transferred to other agencies

	Number of applications transferred	% of Total
Agency-Initiated Transfers	0	0%
Applicant - Initiated Transfers	0	0%
Total	0	

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 - 2

Number of public interest disclosures received by your public authority - 2

Number of public interest disclosures that have been finalised - 2

APPENDIX 3 - STRENGTHENING OUR COMMUNITY

Our Calendar of Events

The COVID-19 pandemic continued to impact our major community events program throughout 2020-21. Enforced closures and limited capacities resulted in cancellations or changes to our program, including to the popular Penrith Show and the REAL Festival.

We were grateful to be able to go ahead with our annual Australia Day Celebrations at Cables Wake Park, and saw many inspired innovations this year, including Magnetic Places Arts and Connection in Isolation (new) and Walk With Me (adapted).

Events that Council hosted or supported included:

July 2020	NAIDOC Week Celebrations
August 2020	Vietnam Veterans Day
September 2020	
October 2020	Magnetic Places Arts and Connection in Isolation
November 2020	ReAnimate Penrith
December 2020	Walk with me - Walk against domestic violence International Day of People with Disability
January 2021	Australia Day Celebrations
February 2021	Lunchtime Tunes with Local Artists
March 2021	International Womens Day Harmony Day Mayoral Charity Golf Day Penrith Producers
April 2021	Reimagine Aging Seniors Week Youth Week Live Work Play
May 2021	Llandilo Family Fun Afternoon Trees for Mum
June 2021	Make Music Day

Celebrating our aboriginal culture

Nations in Cultural Exchange Circle

The Nations in Cultural Exchange (NICE) Circle took young people in Kingswood Park on a powerful learning journey about Aboriginal culture. The NICE Circle was designed to expose participants to aspects of Aboriginal culture, ignite their interest in learning more and strengthen their cultural identity– a direct response to local needs identified through Neighbourhood Renewal's recent community engagement in Kingswood Park.

Over nine workshops, Aboriginal cultural facilitator Jie Pittman, created a participatory and inclusive learning space and led participants in cultural traditions of song, dance, art and storytelling, all integral to ongoing intergenerational learning and knowledge transfer.

Culminating in the creation of the NICE Yarning Circle, the project encapsulated participants learning journey through the co-creation of artworks that symbolised local dreaming, connection to country and community stories. The NICE Circle is a project beloved by the community that has strengthened the relationship of local Aboriginal youth and families to their cultural identity and generated a sense of connection and belonging to country. Over 100 residents engaged with the project, 65 of whom identified as Aboriginal or Torres Strait Islander.

This project proudly received the Outstanding Project Working with Aboriginal Communities in Western Sydney award at the ZEST 2021 Awards Ceremony.

Our cultural development

Magnetic Places

In a year of distancing, six unique Magnetic Places projects gave residents safe access to expression and delight. Residents recorded their voices for the Dear Tree soundscape, received chai cups in the mail for A Cuppa Across the Fence, and shared hope using Postcards from Home.

COVID safe arts activations in Coachmans Park on 22-23 October 2020 brought residents out to enjoy the project outcomes and be thrilled by even more. The vibrant ReConnection spaceship lit up the car park, residents of all ages created live beats and projections using the Our Symphony online portal, and a grand chrome panelled arch allowed you to Whisper into someone's ear from 5m away. Despite restrictions and wild weather, Magnetic Places attracted 444 project participants and over 300 activation visitors.

Skirts

Council's C3West partnership project with the Museum of Contemporary Art, Skirts was officially unveiled on Saturday 29 May 2021 from 11am-12.30pm in Wainwright Park Kingswood. The Museum of Contemporary Art's C3West is a placemaking project connecting art organisations, businesses and local government to enable artists to address key issues of community concern.

The 22 artworks on display in Wainwright Park were created by local women in collaboration with Western Sydney based artist Linda Brescia. They tell the stories of more than 70 local women and their hopes for themselves, for each other and for their community. The professionally installed artworks will remain in Wainwright Park till March 2022. All details on the project and activities produced and presented by C3West on behalf of the Museum of Contemporary Art Australia in partnership with Penrith City Council are available at <https://www.mca.com.au/artists-works/c3west/linda-brescia-skirts/>.

Funding of local arts and cultural groups

Council provided a total pool of funding of \$26,375 to eleven arts and cultural groups, including the Penrith City Band for equipment, uniform and scores; and the Penrith Symphony Orchestra. The Mayoral Music Scholarship funds supported voice student, Jessie Kristyono and piano student Virginia Cole with their tuition fees at Penrith Conservatorium who were chosen by a competitive audition process.

Celebrating our cultural diversity

Council proudly worked closely with the Penrith Migrant Interagency to support two key events celebrating the cultural diversity of our City. Residents were invited to celebrate both Harmony Day and Refugee Week 2021 at St Marys Corner with a range of local service providers. A number of local community groups shared their diverse cultures through song and dance performances.

As part of Refugee Week 2021, Council ran a social media campaign to share video stories showcasing the journey and contributions of local residents from refugee backgrounds. The videos featured the stories of several local residents promoting the 2021 Refugee Week theme of Unity.

Council partnered with SydWest Multicultural Services to run a FoodRedi program for culturally and linguistically diverse residents aimed at promoting healthy living. The program taught residents how to prepare healthy meals and snacks whilst also promoting new social connections for participants. Residents reported learning new things

about health and nutrition, new cooking skills and forging new connections with others.

Our people with a disability

Penrith City Council is working to make our City more accessible for everyone, regardless of age, background or ability. One of the ways in which this happens is through the Penrith City Council Access Committee, a formal committee which advises on access issues and promotes the inclusion of people with a disability as part of the diversity and strength of our City.

The Disability Access Improvement Program (DAIP) was established in 1993 to enhance accessibility for all. The DAIP provides funds for various projects and activities that enhance access and wellbeing for people with disabilities. The DAIP allocated fund for 2020-21 was \$60,256 and included upgrades to four parks and Ripples in St Marys.

To celebrate International Day of People with Disability (IDPwD) Penrith City Council coordinated a remote art project. A range of residents with disability received "arty, crafty" kits and were inspired by creative tips from local art makers online workshops. It was a fantastic opportunity to socially connect while physically distant due to COVID-19. The artworks were displayed at the Penrith Central Library.

Our seniors

Info Hub for Seniors

The seniors page on Council's website was updated this year with new content and a new name, Info Hub for Seniors. The page provides a range of information on services and programs that older people in our community can participate in to stay active, healthy and socially connected. The Info Hub also contains information on housing, financial and crisis support, accessing assistive technology and information about COVID-19 related support for senior Australians.

A printed version of the information was also updated.

Reimagine Ageing Festival 2021

Council's Reimagine Festival was held from 13 to 30 April 2021 providing a wonderful opportunity for older people to make new friends or get together with old friends and enjoy a range of different activities in a COVID safe way.

From gardening workshops, exercises to improve strength, balance and flexibility, cooking classes and digital literacy workshops, there was something for everyone at the festival. Over 24 free activities were run for people aged over 50 years by a range of friendly local community organisations.

Our young people

Youth Action Plan

The Youth Action Plan 2020- 2025 is an opportunity for Council and the local community to work together to achieve outcomes with young people.

Some key achievements include the delivery of a Youth Week forum on 'what home means' for young people profiling issues related to youth homelessness, and an Employment Services Expo held for young people to explore career pathways.

Another key achievement was the establishment of Pride Place, a space for young people that identify as LGBTIQ+ allies to get together in a supportive space with youth workers.

Ongoing distribution of the Youth Services Card helped to provide information about the services available for young people across the City.

Youth Week 2021

Youth Week 2021 was held 16 – 24 April 2021 with the theme "Together more than ever". Youth Week is an opportunity for young people to have a voice and to contribute to the community and is an annual event funded both by State Government and Council. In 2021 a number of events were celebrated.

Skate Clair was held in the at Mark Leece Oval with skate, BMX and scooter activities to encourage young people to be active. A range of organisations also attended with information stalls and activities to connect young people to local support services. Over 100 young people enjoyed a free BBQ and music talent show.

The "youth homelessness matters" event at the Mondo was an opportunity for the community to learn more about the issue of homelessness and young people. This also included a display of artwork from Aboriginal young people that used art to share their journey of housing instability.

Our women

FORMATION

FORMATION was a local young women's leadership program led by Council's Community Resilience Team at the Kingswood Neighbourhood Centre during 2020. The 6-week training course brought together a diverse group of 12 young women from a range of cultures and socio-economic backgrounds to support their community leadership skills.

Key outcomes for participants included:

- New leadership skills and confidence.
- Awareness of personal values, purpose and goals.
- Improved communication skills;
- Greater understanding of local community issues.
- Advocacy skills and confidence to take action, speak up and lead change;
- Opportunities to contribute to place-based decisions for the area, including local public space upgrades and place activations.
- Newfound connections and networks for personal and professional development.

A number of participants were actively involved in other Council-led community engagement activities offered outside of the program sessions, such as International Women's Day events, a great outcome and opportunity to put their training into practice.

International Women's Day program

In place of one large event, this year Council led a program of smaller activities and workshops across the City to celebrate International Women's Day. The Program of Activities ran from 8 – 14 March 2021, and included:

- An Awards Dinner to highlight achievements of female refugees in our community, hosted by the Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS).
- An online forum to mark the International Women's Day Official Opening and discuss the theme 'Choose to Challenge' with inspirational Women Leaders from the Penrith community.
- Health and wellbeing activities including yoga workshops, CPR class and cooking classes hosted by Ripples.
- Women's Legal Workshop offering an informative conversation with A Senior's Rights Service solicitor about Wills, Power of Attorney, Guardianship, and Advance Care Directives.
- Penrith Women's Walk and Talk at the Nepean River, promoting mental health and physical wellbeing.
- Lunchtime Tunes at Coachmans Park, St Marys featuring local young female artist Divinia Jean.
- A twilight community event at Wainwright Park, Kingswood.

Council's International Women's Day Event

On Tuesday 9 March 2021 the Community Resilience team hosted a successful International Women's Day event in Wainwright Park, Kingswood. The event celebrated women in our local community and explored the 2021 #ChooseToChallenge theme through creative engagement activities and community conversations.

The event featured an acoustic performance by local female artist Karleigh Rose, interactive photographic displays and the offer of freshly brewed chai and biscuits.

Around 50-100 people attended, including local families in Kingswood, mostly women and children.

Our health

Health Action Plan

The Penrith Health Action Plan is an agreement between Penrith City Council, the Nepean Blue Mountains Local Health District, the Nepean Blue Mountains Primary Health Network and the Greater Western Aboriginal Health Services. The focus of this plan is on health promotion and the prevention and early intervention of health issues. Partners in the agreement met in early 2021 to begin developing a renewed plan for 2021-2023.

Western Sydney Health Alliance

Western Sydney Parkland Councils, in collaboration with health partners, established a Western Sydney Health Alliance (WSHA) as an initiative of the Western Sydney City Deal. The scope of the WSHA is to deliver considered, proactive health and planning outcomes, and a coordinated approach to planning for wellbeing. The key health themes include: getting people active, access to health and wellbeing services, liveability (connecting and strengthening communities through the built, natural and social environments), and promoting health food access and choices.

Penrith is currently actively participating in a number of working groups as part of the WSHA, including the Access to Health Services working group.

Our financial support

Community Assistance Program (CAP)

This year marked the 27th year of the Community Assistance Program (CAP) supporting local community organisations and groups to deliver initiatives to meet local needs. By funding local groups to run local programs and activities, CAP supports organisations to meet local community needs, building capacity, and contributing to the wellbeing of our communities.

CAP plays an important role in recognising and enhancing the value of community connections and the contribution of local community groups across Penrith City. This year there were 29 successful applications for a total of \$38,379.70.

Recovery Grants

In March 2020, the COVID-19 health restrictions led to sudden changes in the way people could connect with each other and access essential local community services. The restrictions increased the risk of unemployment, social isolation and disengagement from community and support networks.

Council developed a rapid-response funding program to partner with local organisations working in new ways and increasing their capacity to deliver services to those most affected.

The 7 projects Council supported were led by organisations well embedded and connected within the local service system and communities, delivering impactful services and projects that had immediate and sustainable outcomes. Successful projects included:

- socialisation and support for isolated people, ensuring those who couldn't leave their home without support could maintain relationships and connection,
- health education for refugees and asylum seekers, ensuring health information reached people for whom language can be a barrier, and
- skill development and retraining for the most marginalised job seekers, softening the economic impact of the pandemic for disadvantaged households

To support use of neighbourhood and community facilities Council waived \$47,513.18 of facility hire fees through COVID-19 Fee Relief for 16 user groups. Subsidised facility use was provided to six Community Development Organisations to the value of \$290,701. One community organisation benefitted from a \$150 facility hire reduction through the Neighbourhood Facilities Fee Waiver Program.

The following sports organisations benefitted from Council support: Penrith Panthers Premier League Netball \$15,000, Penrith Valley Sports Foundation \$3,000, Western Sydney Academy of Sport \$15,206. Subsidies to support venue preparation and operation were provided to Nepean Football Association, Penrith Rugby Union Club, Penrith Cricket Club and Nepean District Cricket Association to the value of \$225,101. Council also waived both winter and summer sportsground hire fees in 2020-21 to support sports clubs to recover from COVID-19.

APPENDIX 4 - OUR CHILDREN

Our Children's Services

Penrith City Council's Children's Services achieved its objective of providing quality education and care for children aged 0-12 years in the 2020-21 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**
- **6 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:

- 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.
- Providing a mobile Playvan service that supports families in areas that don't have established services.
- Facilitating a middle year mentoring project for school aged children to strengthen relationships and promote resilience and inclusion.
- Providing a transition to school program to prepare children for school and high school.
- 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:

- 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.
- Supporting preschool fees for Aboriginal and Torres Strait Islander children through Start Strong funding received by the State Government.

- 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 childcare subsidy arrangements for vulnerable and low-income families. We have met or exceeded the National Quality Standards 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.



Our Library Children's Services

Penrith City Library's children and young people's programs for 0–16-year-olds, have remained flexible and adaptive this year amidst the ongoing COVID-19 pandemic, providing a diverse range of theme-based activities for various age groups.

Significant adjustments were made to program delivery to maintain accessibility and engagement with children, teens and families including provision of pre-recorded programs, online live facilitated events, online self-directed activities, and face-to-face programs recommencing from April 2021 at the Penrith Central library. Participant numbers for face-to-face programs were capped in keeping with social distancing requirements, NSW Health, and safety guidelines.

Since December 2020, the Children's Team have welcomed a new Children's Programs Librarian, farewellled longstanding Library Children's Inclusion Officer and recruited two new Library Technicians. Integration of all the Penrith City Library's children's and young people's services was realised this year with children's programs, children's outreach, toy library and toy library outreach coming together in one team.

Activities for 0 - 5 years old during school terms

Baby Time is a free session for 0-2 years old and includes songs, rhymes, and activities to strengthen parents' knowledge of their baby's development. Following the COVID-19 lockdown in 2020, Baby Time recommenced in November 2020 as Baby Time Online, delivered by library staff via an online meeting room. We entertained and educated 239 participants in 25 Baby Time Online sessions. The program was supplemented by eight pre-recorded Baby Time videos posted online attracting 726 views.

Story Time is a free weekly session for 2–5 years old which include songs, stories and craft and was delivered in three formats over the year. Twelve pre-recorded Story Time Videos were available online until 31 December 2020 attracting 2,440 views and were supplemented with self-directed story plans and craft activities available to download. Story Time Online commenced in October (Term 4, 2020), delivered in an online meeting room attracting 522 participants across 28 sessions. Story Time LIVE commenced in March (Term 1, 2021) at Penrith Central library welcoming

children and adults back to a face-to-face Story Time experience in the library. Session numbers were capped for safety with 189 attendees participating over 14 sessions. In total, Story Time Online and LIVE sessions engaged 950 participants over 67 sessions across the year.

A new, inclusive Bilingual Story Time program commenced development this year, however COVID-19 lockdown orders saw postponement to the launch of the inaugural Mandarin-English session in June 2021.

A collaboration with Children's Services Play Van saw the library Children's team provide online technical support, assisting the Play Van to offer sessions in an online format during the COVID-19 restrictions in Nov/Dec 2020. The collaboration provided opportunities to cross-promote the library's 2-5 years-old programs and services and reach new participants.

Activities for 5 – 12 years old (primary school children)

After School Activity sessions are weekly activities held during the school terms. Activities were largely disrupted due to COVID-19 meeting restrictions. Activities re-commenced face-to-face in June 21 with a suite of Shakespeare inspired library quizzes, trails, and face-to-face workshops as a collaborative project with The Joan Sutherland Performing Arts Centre. Unfortunately, the Shakespeare competition activities were again disrupted and postponed following renewed restrictions and COVID-19 Stay at Home orders at the end of the June 2021.

School holiday activities are held four times a year. Educational workshops and entertainment shows are run by professional presenters and this year covered arts, craft, performance and creative writing. July, September and January holiday activities were delivered as online workshops via a virtual meeting room. Holiday activities returned to Penrith library branch face-to-face in April with restrictions to numbers and in keeping with social distancing requirements. One hundred and forty four children attended nine different activities sessions. In addition, Children's team librarians presented two free readings of the story Magic Beach by Alison Lester to 70 participants in collaboration with The Joan Sutherland Performing Arts Centre. Craft activity packs and free competitions further extended holiday programs throughout the year with a range of offerings including recycled art sculpture, diorama and mask-making, Anzac poppies,





decorative kites and pencil cases, colour-in and a book search skills prize draw. 57 'take-home' craft packs were purchased, 126 free Anzac Day poppy crafts were distributed, and 58 entries were submitted across four competitions.

Activities for 13 – 16 years old (high school students)

After-school activity sessions were run in two terms for teens including online Dungeons & Dragons classes with five participants and a one-off creative writing workshop with seven participants related to the Living Stories Western Sydney Writing Competition during Youth Week 2021. Bookaholics teen book club continued to meet monthly as a hybrid online/face-to-face activity with a core group of 2-3 members. Overall, 53 teens attended 15 sessions.

Orbit Summer Read-a-thon and Joan Pearson Reading Awards

The Orbit Summer Read-a-thon is open to 0–16-year-olds and encourages children and teens to read over the long summer holiday months. The read-a-thon is sponsored by the Burns family in honour of previous Penrith City Librarian, Joan Pearson. The Joan Pearson Reading Awards are presented to participants in three age categories and selected in a prize draw. In 2020-21

the competition was incentivised awarding \$5 book vouchers for entrants who read 20 books or more. The read-a-thon attracted 58 entrants and 178 entries, 139 of these received from primary school aged children. Forty seven entrants read 20 books or more and 12 entrants received Joan Pearson Reading awards and a \$25 book voucher prize. With limited promotional reach and reduced library visitation in a COVID-19 year, this program successfully retained many regular read-a-thon participants. The prize draw was conducted online with members of the Burns family attending as guests, assisting with the prize draw.

Children's Outreach Visits and Library Tours (0 - 16 years old)

Penrith City Library postponed Children's Team outreach visits across Penrith LGA and face-to-face library tours for childcare centres and primary schools due to COVID-19. Library tours re-commenced in June 2021 with one session for 11 high school students and three staff attending at Penrith branch. Four Childcare centres joined Children's team librarians virtually at regular Story Time Online sessions in lieu of face-to-face library tours. Special events, including Book Week and National Simultaneous Storytime were celebrated during the year at Story Time events and with pre-recorded video readings posted online.

Toy Library Service and Outreach Services

Penrith City Library's Toy Library service caters for children 0 - 8 years old, with a large lending collection of educational toys for indoor and outdoor play. COVID-19 impacted service delivery of in-library 'stay and play' sessions suspended for public health and safety. Customers, however, were still able to access the general toy collection via six weekly 'borrowing only' times across the three library branches.

The Specialist Toys Outreach service provides access to specialist educational toys for children with disabilities and ongoing high support needs. The library provides the service for high support needs children and their families who are registered for the service. Parents arrange to attend a 'borrowing appointment' with a Children's Team staff member at St Mary's library branch or can request specialist toys to be transferred between branches for collection. Nineteen registrants accessed the service in 2020-21.

Children's collections

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 (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 that are on the Premiers' Reading Challenge (PRC) list.

Free library membership is available to all children who live in NSW. We have a dedicated Library Children's Team comprising of five full time equivalent staff to develop and deliver a range of activities for children from the ages of 0 to 16 years old.

In 2021, children's areas at Penrith and St Marys library branches have enjoyed a refurbishment to create vibrant and engaging break-out spaces that encourage children to linger longer and provide bespoke housing for children's library catalogue PCs and iPads with early literacy and numeracy games. A touchscreen reading pod is available at Penrith library for children to listen to stories and play games in English and other languages.

Children's and young people's communications

Parents and community members can access Penrith library's e-newsletter, 'Orbit', which is distributed quarterly with news of 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 and local primary and high schools are all used regularly to promote and communicate information to parents, schools, and Early Childhood services.



STORY TIME – PRE-RECORDED, ONLINE & LIVE

National Simultaneous Storytime

Give me some Space!

May 2021



TOY LIBRARY & SPECIALIST TOY OUTREACH SERVICES

Toy Library Public Collection

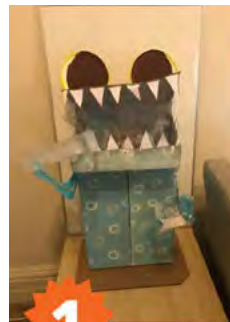


MONSTER MASH UP

Recycled Art Competition – July 2020



5-8 years



9-12 years



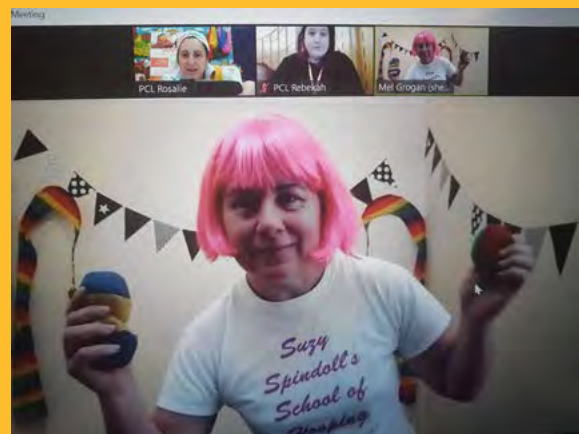
ONLINE

Monster Hands Drawing Workshop with Na'ama Atzmon Simon

Sept 2020



Juggling with Suzy Spindoll – Sept 2020



Magic Show with Lindsay Gardener – April 2021



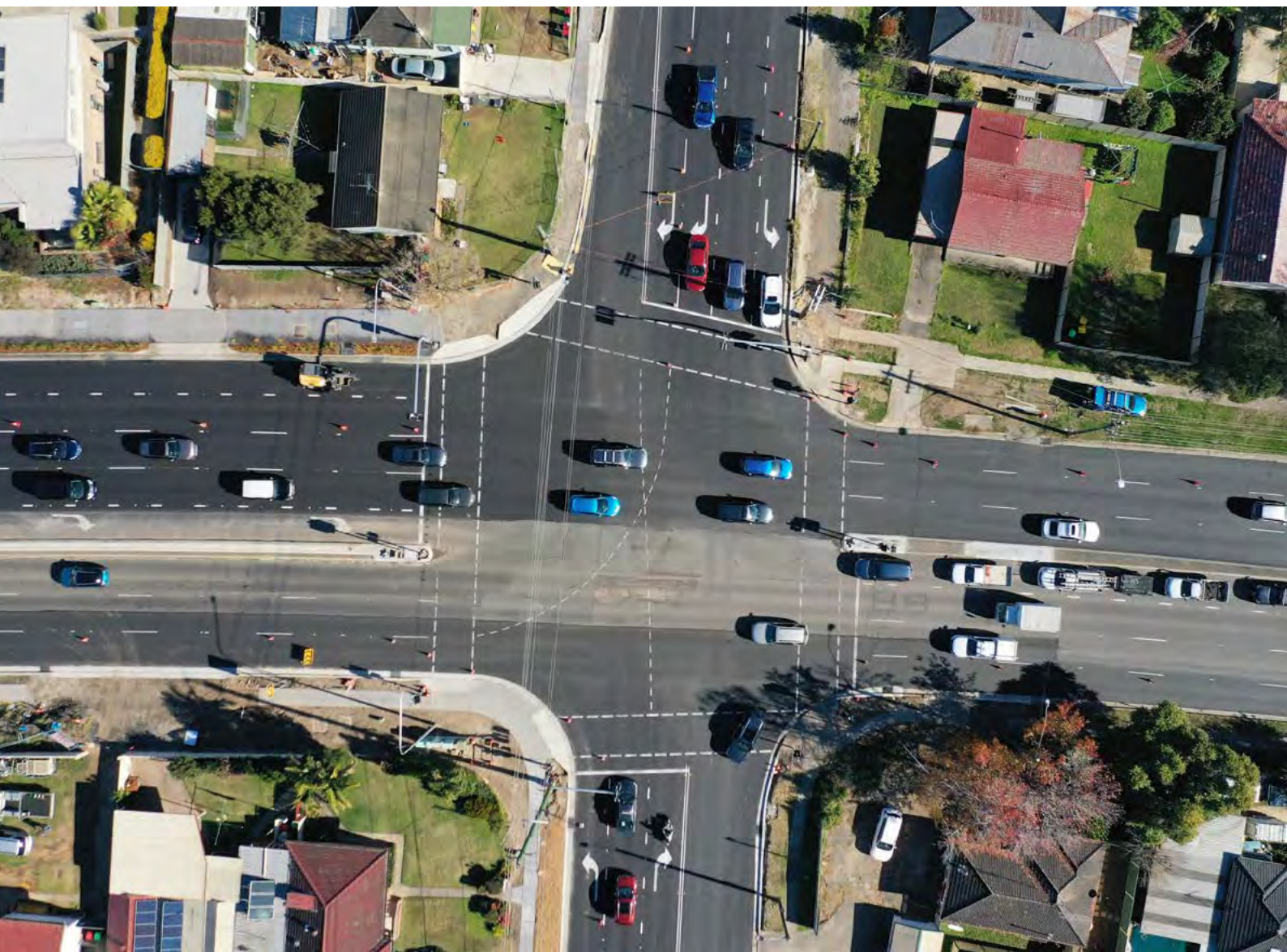
APPENDIX 5 - OUR PROGRAM OF WORKS

SUBURB	ROADS
Road Resurfacing and Reconstruction	
Berkshire Park	St Marys Road
Cambridge Garden	Trinity Drive
Cambridge Park	Oxford Street
Castlereagh	Castlereagh Road
Claremont Meadows	Egret Place
Claremont Meadows	Sandpiper Crescent
Claremont Meadows	Sunflower Drive
Colyton	Desborough Road
Cranebrook	Callisto Drive
Cranebrook	Andrews Road
Emu Heights	Wedmore Road
Erskine Park	Shrike Glen
Erskine Park	Warbler Street
Erskine Park	Spoonbill Street
Glenmore Park	St Andrews Drive
Leonay	Leonay Parade
Llandilo	Fifth Avenue
Llandilo	Fourth Avenue
Llandilo	Seventh Avenue
Londonderry	Carrington Road
Londonderry	Nutt Road
Londonderry	The Driftway
Mt Vernon	The Appain Way
Mulgoa	Fairlight Road
Mulgoa	Chain-o-Ponds Road
Mulgoa	Farm Road
North St Marys	Kurrajong Road
Oxley park	Sydney Street
Penrith	Arakoon Road
South Penrith	Racecourse Road
South Penrith	York Road

SUBURB	ROADS
St Clair	Bird Place
St Clair	Bowerbird Crescent
St Clair	Cadell Glen
St Clair	Canery Close
St Clair	Cove Close
St Clair	Cunningham Close
St Clair	Daintree Glen
St Clair	Dove Place
St Clair	Frost Close
St Clair	Galah Close
St Clair	Gosse Circuit
St Clair	Ireland Street
St Clair	Jorgensen Avenue
St Clair	Lyrebird Crescent
St Clair	Mulligan Close
St Clair	Owl Place
St Clair	Paradise Place
St Clair	Redstone Place
St Clair	Ree Place
St Clair	Tyne Circuit
St Clair	Solander Drive
St Marys	Forthorn Place
St Marys	Wordoo Street
Werrington	Chapman Street
Werrington	John Oxley Drive
Werrington	Walker Street
Werrington County	Henry Lawson Drive
Werrington Downs	Endgate Glen
Werrington Downs	Newleaf Close
Werrington Downs	Windmill Place
Werrington Downs	Greenbank Drive

SUBURB	ROADS
Roads to Recovery	
Colyton	Bennett Road
Erskine Park	Swallow Drive
Kingswood	Derby Street
Kingswood	Wainwright Lane
Kingswood	Copeland Street
Mulgoa	Littlefield Road

SUBURB	ROADS
Footpath Construction	
Colyton	Parkin Road
Glenmore Park	Ridgetop Drive
Kingswood	Copeland Street
Penrith	Coreen Avenue
Penrith	Gascoigne Street
South Penrith	Grandview Street
St Marys	in Mary Mackillop Park
St Marys	Braddon Street



APPENDIX 6 - OUR COMMUNITY FINANCIAL REPORT

Our Special Rate Variation

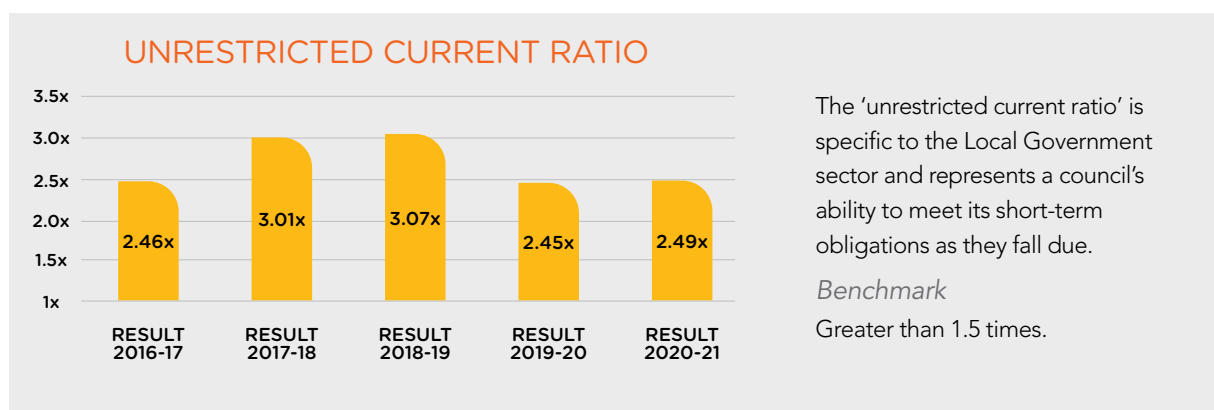
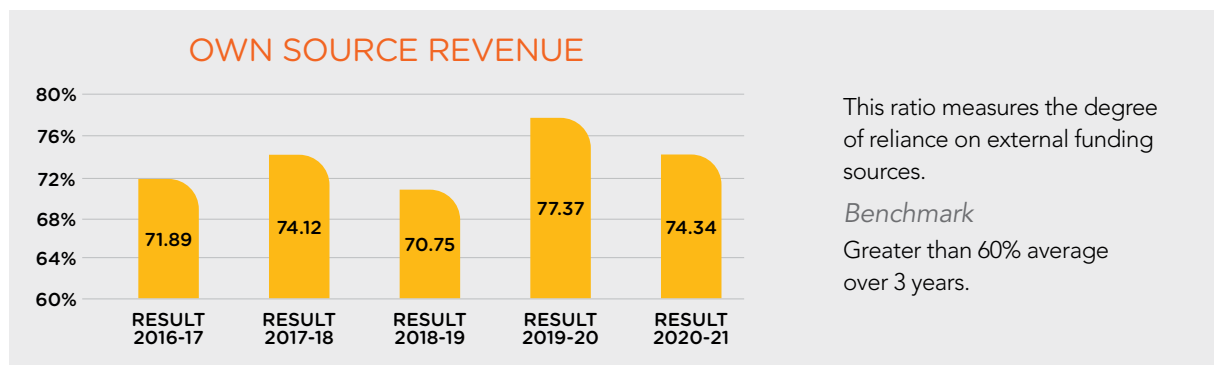
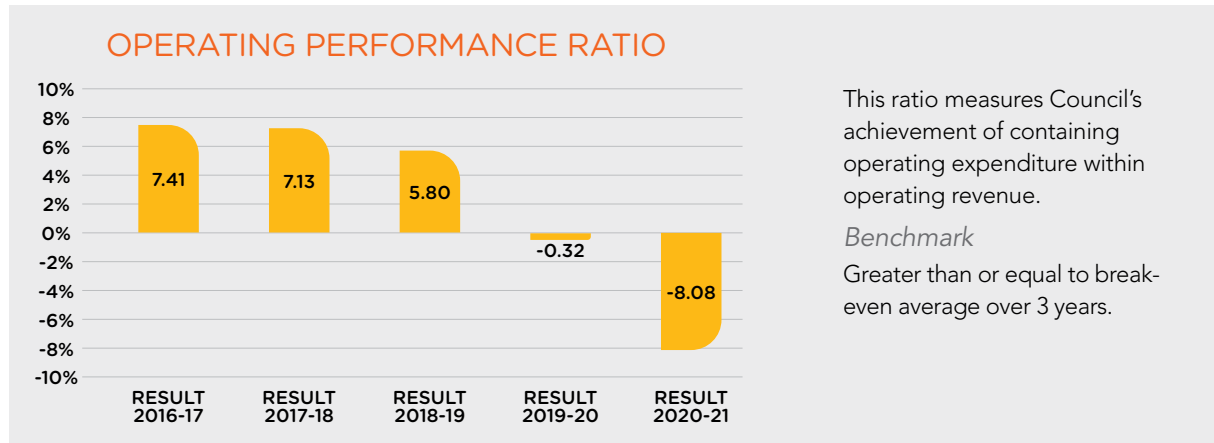
On 1 July 2016 the 'Planning our Future' Special Rate Variation (SRV) commenced. The 2016-17 Special Rate Variation (SRV) was phased in from 2016-17 to 2019-20 and includes renewal of the Asset Renewal and Established Areas Strategy (AREAS) SRV, which funded part of our road asset renewal and building 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. As part of the determination by IPART, Council is required to report on the SRV fund expenditure until 2025-26.

Although the 'Planning our Future' SRV expired in 2019-20 and Council reverted to the IPART approved rate peg in 2020-21, the prior SRV increases remained in the rates base funding projects and initiatives previously funded under the SRV. This provides extra capacity in our road asset renewal, building asset renewal, public domain maintenance, neighbourhood renewal and urban design programs.

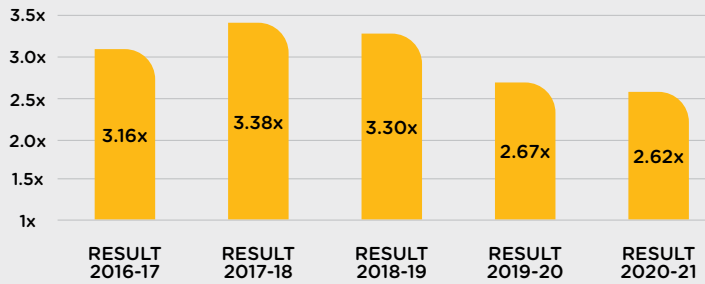
These funds were allocated to help fund:

- Arthur Neave Memorial Hall building refurbishment
- Chapman Gardens new amenities building
- Civic Centre refurbishment
- Floribunda Neighbourhood Centre refurbishment
- Hunter Field amenities building refurbishment
- Jamisontown Child Care Centre refurbishment
- Joan Sutherland Performing Arts Centre theatre equipment
- Mark Leece Oval amenity building upgrade
- Platypus Child Care Centre building refurbishment
- Ripples asset renewal work
- St Marys Arts & Crafts Studio building refurbishment
- Werrington County Child Care Centre building refurbishment
- Rance Oval building refurbishment
- Road resurfacing and reconstruction projects at:
 - Berkshire Park - St Marys Road
 - Cambridge Gardens - Trinity Drive
 - Cambridge Park - Oxford Street
 - Castlereagh - Castlereagh Road
 - Claremont Meadows - Egret Place, Sandpiper Crescent, Sunflower Drive
- Colyton - Desborough Road
- Cranebrook - Callisto Drive, Andrews Road
- Emu Heights - Wedmore Rd Road
- Erskine Park - Shrike Glen, Warbler Street, Spoonbill Street
- Glenmore Park - St Andrews Drive
- Llandilo - Fourth Avenue, Fifth Ave, Seventh Avenue
- Londonderry - Carrington Road, Nutt Road, The Driftway
- Mt Vernon - The Appain Way
- Mulgoa - Fairlight Road, Chain O Ponds Road
- Nth St Marys - Kurrajong Road
- Oxley Park - Sydney Street
- Penrith - Arakoon Road
- South Penrith - Racecourse Road, York Road
- St Clair - Bird Place, Bowerbird Crescent, Canary Close, Cove Close Cunningham Close, Daintree Glen, Dove Place, Frost Close, Galah Close, Gosse Close, Ireland Street, Jorgensen Avenue Lyrebird Crescent, Mulligan Close, Owl Place, Paradise Place, Redstone Place, Ree Place, Tyne Circuit, Solander Drive
- St Marys - Forthorn Place, Wordoo Street
- Werrington - Chapman Street, John Oxley Drive, Walker Street
- Werrington County - Henry Lawson Drive
- Werrington Downs - Endgate Glen, Newleaf Close, Windmill Place, Greenbank Drive
- Urban Design projects such as the Kingswood Place Plan, Matchmaker Program, St Marys Activation, Urban Design and Activation, Hoarding Policy, C3West Partnership, City Centre Activation, City Renewal Programs, Penrith Night Time Economy Strategy
- Neighbourhood Renewal Community Engagement, and Place Management
- Subsidised building rental for community groups
- Investment in funding the parking reserve for future parking needs of the city
- Investment in ICT to continue productivity improvements that will generate additional capacity in future years, and design and implementation costs for major projects.

Our Financial Performance Indicators



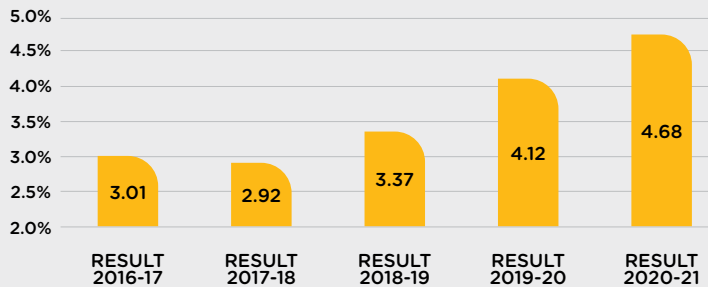
DEBT SERVICE COVER RATIO



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

Benchmark
Greater than 2.0 times.

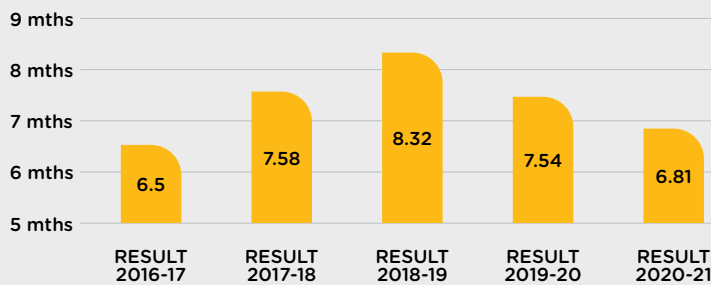
RATES AND ANNUAL CHARGES OUTSTANDING PERCENTAGE



Assesses the impact of uncollected rates and annual charges on a council's liquidity and the adequacy of debt recovery efforts.

Benchmark
Less than 5%.

CASH EXPENSE COVER RATIO



Indicates the number of months a council can continue paying its expenses without additional cash inflows.

Benchmark
Greater than 3.0 months

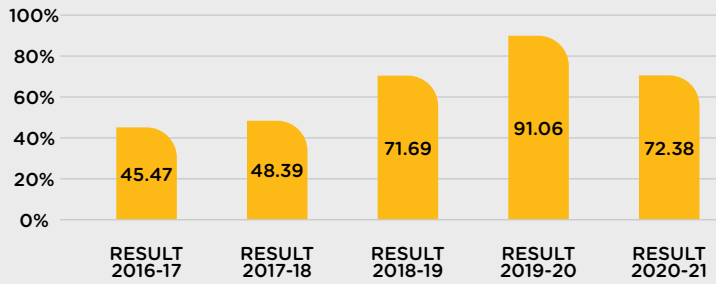
REAL OPERATING EXPENDITURE



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.

INFRASTRUCTURE RENEWAL RATIO

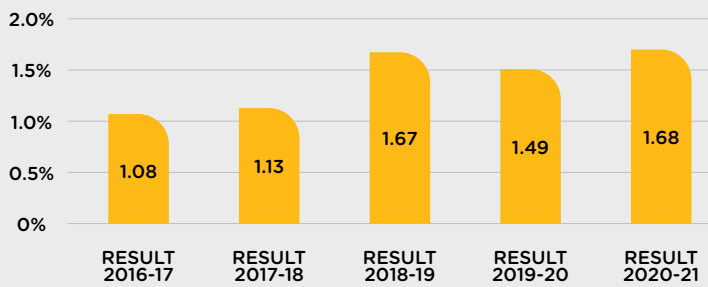


This ratio is used to assess the rate at which infrastructure assets are being renewed against the rate at which they are depreciating. Includes Buildings, Roads and Drainage assets.

Benchmark

Greater than 100% average over 3 years

INFRASTRUCTURE BACKLOG RATIO

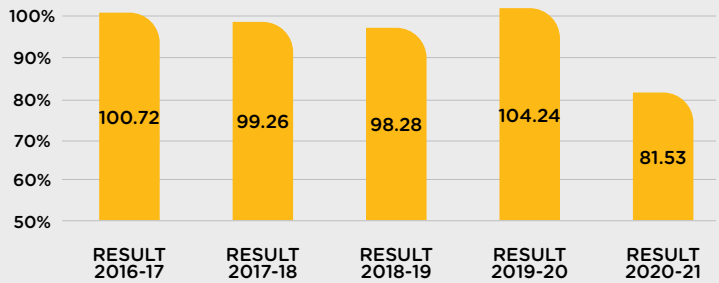


This ratio shows what proportion the backlog is against the total value of Council's infrastructure. Includes Buildings, Roads and Drainage assets.

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

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 \$2,218,347 in income in 2020-21, with an opening balance of \$1,599,364.

Almost \$1.63 million was spent on environmental, floodplain management and drainage programs this year.

- **Audit Industrial, Commercial and Agricultural Activities:** funding of \$148,698 was allocated with \$147,247 expended during the year. This project responds to complaints on industrial, commercial and agricultural premises.
- **Maintenance of Gross Pollutant Traps (GPT):** \$343,649 was allocated, \$343,007 spent during the year. All GPTs were maintained as per program with 786 tonnes of waste removed from the stormwater drainage system in 2020-21.
- **Floodplain Management Resourcing:** \$297,033 was allocated and \$229,741 spent. This resourcing supported our on-going floodplain management program.
- **Flood Studies and Floodplain Management Studies and Plans:** \$131,268 was allocated and \$66,241 spent. The following is a brief summary of the flood studies and floodplain risk management plans undertaken with the allocated funds:
 - **Emu Plains Overland Flow Flood Study** - covers the suburbs of Leonay, Emu Plains and Emu Heights, an area is approximately 13km². The primary objective of this overland Flood Study is to define the flood behaviour under the existing floodplain conditions. The Flood Study produces information on flood extents, levels, depths, velocities, flows, hydraulic and hazard categories for a range of storm events including the Probable Maximum Flood. In addition, the Study defines the flood planning area for the study area. Following public exhibition, the Flood Study was adopted by Council on the 30 November 2020. The Flood Study was jointly funded by Council and grant funding from the NSW Government.
 - **Little Creek Catchment Floodplain Risk Management Study and Plan** - the study area covers parts of the suburbs of Oxley Park, Colyton, St Marys and North St Marys and has an area of approximately 4.8 km². The Study provides a comprehensive analysis of the existing and the future flood risks, investigates possible flood risk management measures to manage the flood risk, and recommends feasible flood risk management solutions. The Study was completed to draft stage, endorsed by the Floodplain Risk Management Committee, and on 28 June 2021 Council approved to go to public exhibition which is scheduled for July-August 2021. The Study is jointly funded by Council and grant funding from the NSW Government under a three-year funding program.
 - **College Orth and Werrington Creeks Floodplain Risk Management Study and Plan** - the study area covers the suburbs of Orchard Hills, Caddens, Kingswood, Cambridge Park, Werrington and Werrington County and has an area of approximately 12 km². The Study provides a comprehensive analysis of the existing and the future flood risks, investigates possible flood risk management measures to manage the flood risk, and recommends feasible flood risk management solutions. The Study was completed to draft stage, endorsed by the Floodplain Risk Management Committee, and on 28 June 2021 Council approved to go to public exhibition which is scheduled for July-August 2021. The Study is jointly funded by Council and grant funding from the NSW Government under a three-year funding program.
 - **Nepean River Floodplain Risk Management Study and Plan** – covers the section of Nepean River and its floodplain from the Glenbrook Creek confluence located upstream of the M4 Motorway in the south to the Penrith Council's local government area boundary in the north at Yarramundi Bridge on Springwood Road, Agnes Banks. The study is underway and is planned to be completed by December 2021. The study is jointly funded by Council and grant funding from the NSW Government under a three-year funding program.
 - **Cranebrook Overland Flow Flood Study - the study area** is approximately 12.9km² and covers the suburbs of Cranebrook and North Penrith and is bounded by the Nepean River and Penrith Lakes in the west, The Northern Road in the east and the Great Western Railway Line in the south. The Flood Study is currently underway and is jointly funded by Council and grant funding from the NSW Government under a three-year funding program. It is planned to be completed by June 2022.
 - **Integrated Catchment Management:** \$135,999 was allocated and \$141,716 spent.
 - **Waterways Health Monitoring Program:** \$70,000 allocated and \$68,576 spent.

Our Voluntary Planning Agreements

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

NUMBER	AGREEMENT
Station Plaza VPA	Executed 12 Nov 2020
Penrith Panthers Roadworks VPA	Executed 16 Dec 2020

Our Works Carried Out on Private Land

No works were carried out on private land during 2020-21.

Income Statement

For the year ended 30 June 2021

Original unaudited budget 2021	\$'000	Notes	Actual 2021	Restated Actual 2020
	Income from continuing operations			
173,279	Rates and annual charges	B2-1	173,364	165,451
39,706	User charges and fees	B2-2	37,567	37,469
1,917	Other revenue	B2-3	2,822	3,118
38,268	Grants and contributions provided for operating purposes	B2-4	33,209	36,133
26,694	Grants and contributions provided for capital purposes	B2-4	42,664	26,252
2,303	Interest and investment income	B2-5	1,747	3,296
4,498	Other income	B2-6	4,960	9,366
	Net gains from the disposal of assets	B4-1	1,954	
286,665	Total income from continuing operations		298,287	281,085
	Expenses from continuing operations			
118,559	Employee benefits and on-costs	B3-1	116,119	113,334
101,705	Materials and services	B3-2	100,858	95,928
1,262	Borrowing costs	B3-3	981	1,405
29,920	Depreciation, amortisation and impairment for non-financial assets	B3-4	44,286	30,548
8,955	Other expenses	B3-5	11,253	8,996
332	Net losses from the disposal of assets	B4-1		1,371
260,733	Total expenses from continuing operations		273,497	251,582
25,932	Operating result from continuing operations		24,790	29,503
25,932	Net operating result for the year attributable to Council		24,790	29,503
(762)	Net operating result for the year before grants and contributions provided for capital purposes		(17,874)	3,251

The above Income Statement should be read in conjunction with Council's 2020-21 Financial statements available on Council's website.

Statement of Comprehensive Income

For the year ended 30 June 2021

\$'000	Notes	2021	Restated 2020
Net operating result for the year - from Income Statement		24,790	29,503
Other comprehensive income:			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-8	92,428	305,865
Other comprehensive income - joint ventures and associates	D1-2		(8)
Total items which will not be reclassified subsequently to the operating result		92,428	305,857
Total other comprehensive income for the year		92,428	305,857
Total comprehensive income for the year attributable to Council		117,218	335,360

The above Statement of Comprehensive Income should be read in conjunction with Council's 2020-21 Financial Statements available on Council's website.



Statement of Financial Position

As at 30 June 2021

\$'000	Notes	2021	Restated 2020	Restated 1 July 2019
ASSETS				
Current assets				
Cash and cash equivalents	C1-1	23,107	13,716	5,998
Investments	C1-2	105,167	89,768	152,200
Receivables	C1-4	13,232	12,589	15,445
Inventories	C1-5	518	631	738
Contract assets and contract cost assets	C1-6	5,728	3,645	
Current assets classified as 'held for sale'	C1-7	3,265		
Other	C1-11	7,096	8,465	3,287
Total current assets		158,113	128,814	177,668
Non-current assets				
Investments	C1-2	28,701	59,235	11,121
Receivables	C1-4	3,428	1,012	1,359
Infrastructure, property, plant and equipment	C1-B	2,328,045	2,203,032	1,880,393
Investment property	C1-9	40,186	39,457	24,150
Intangible Assets	C1-10	556	462	
Right of use assets	C2-1	132	201	
Investments accounted for using the equity method	D1-2		7,250	8,280
Other	C1-11	5,000		
Total non-current assets		2,406,048	2,310,649	1,925,303
Total assets		2,564,161	2,439,463	2,102,971
LIABILITIES				
Current liabilities				
Payables	C3-1	26,336	25,419	19,867
Contract liabilities	C3-2	20,251	10,461	3,771
Lease liabilities	C2-1	72	71	
Borrowings	C3-3	6,429	8,411	10,211
Employee benefit provisions	C3-4	36,696	34,399	29,613
Provisions	C3-5	1,803	872	596
Total current assets		91,587	79,633	64,058
Non-current liabilities				
Payables	C3-1	8,287	6,354	7,616
Lease liabilities	C2-1	59	128	
Borrowings	C3-3	19,359	25,797	34,207
Employee benefit provisions	C3-4	1,250	1,150	709
Total non-current liabilities		28,955	33,429	42,532
Total liabilities		120,542	113,062	106,590
Net assets		2,443,619	2,326,401	1,996,381
EQUITY				
Accumulated surplus	C4-1	1,260,387	1,235,306	1,211,151
IPPE revaluation reserve	C4-1	1,183,232	1,091,095	785,230
Council equity interest		2,443,619	2,326,401	1,996,381
Total equity		2,443,619	2,326,401	1,996,381

The above Statement of Financial Position should be read in conjunction with Council's 2020-21 Financial Statements available on Council's website.

Statement of Changes in Equity

For the year ended 30 June 2021

\$'000	Notes	Accumulated surplus	IPPE revaluation reserve	Total equity	Accumulated surplus Restated	IPPE revaluation reserve Restated	Total equity Restated
		as at 30/06/21			as at 30/06/20		
Opening balance at 1 July		1,283,363	1,104,670	2,388,033	1,258,917	798,805	2,057,722
Correction of prior period errors	G4-1	(47,766)	(13,866)	(61,632)	(47,766)	(13,575)	(61,341)
Changes due to AASB 1058 and AASB 15 adoption		-	-	-	(5,344)	-	(5,344)
Changes due to AASB 16 adoption	G4-1c-iii	-	-	-	4	-	4
Restated opening balance		1,235,597	1,090,804	2,326,401	1,205,811	785,230	1,991,041
Net operating result for the year		24,790	-	24,790	29,794	-	29,794
Correction of prior period errors	G4-1				(291)	-	(291)
Other comprehensive income							
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-8		92,428	92,428		305,865	305,865
Joint ventures and associates	D1-2				(8)		(8)
Other comprehensive income			92,428	92,428	(8)	305,865	305,857
Total comprehensive income		24,790	92,428	117,218	29,495	305,865	335,360
Closing balance at 30 June		1,260,387	1,183,232	2,443,619	1,235,306	1,091,095	2,326,401

The above Statement of Changes in Equity should be read in conjunction with Council's 2020-21 Financial Statements available on Council's website.

Statement of Cash Flows

For the year ended 30 June 2021

Original unaudited budget 2021	\$'000	Notes	Actual 2021	Actual 2020
	Cash flows from operating activities			
	Receipts:			
173,312	Rates and annual charges		172,418	166,345
41,225	User charges and fees		38,242	34,446
2,303	Investment and interest revenue received		1,640	3,794
50,961	Grants and contributions		62,325	54,145
6,000	Bonds, deposits and retention amounts received		6,266	6,017
6,415	Other		7,580	10,862
	Payments:			
(114,416)	Employee benefits and on-costs		(113,711)	(109,457)
(100,856)	Materials and services		(100,669)	(75,058)
(1,262)	Borrowing costs		(981)	(1,405)
(4,500)	Bonds, deposits and retention amounts refunded		(4,426)	(4,789)
(11,253)	Other		(13,428)	(31,427)
47,929	Net cash flows from operating activities	G1-1a	55,256	53,473
	Cash flows from investing activities			
	Receipts:			
	Sale of investment		4,500	
162,000	Redemption of term deposits		172,750	260,899
(332)	Sale of infrastructure, property, plant and equipment		4,328	5,022
330	Deferred debtors receipts		330	330
	Payments:			
	Purchase of investment		(2,729)	
(162,000)	Acquisition of term deposits		(151,876)	(246,619)
(5,430)	Purchase of investment property		(336)	(10,616)
(56,272)	Purchase of infrastructure, property, plant and equipment		(63,300)	(43,967)
(160)	Purchase of intangible assets		(156)	(524)
(1,205)	Deferred debtors and advances made		(881)	
(63,069)	Net cash flows from investing activities		(37,370)	(35,475)
	Cash flows from financing activities			
	Payments:			
(8,419)	Repayment of borrowings		(8,420)	(10,210)
(75)	Principal component of lease payments		(75)	(70)
(8,494)	Net cash flows from financing activities		(8,495)	(10,280)
(23,634)	Net change in cash and cash equivalents		9,391	7,718
13,000	Cash and cash equivalents at beginning of year		13,716	5,998
(10,634)	Cash and cash equivalents at end of year	C1-1	23,107	13,716
150,000	plus: Investments on hand at end of year	C1-2	133,868	149,003
139,366	Total cash, cash equivalents and investments		156,975	162,719

The above Statement of Cash Flows should be read in conjunction with Council's 2020-21 Financial Statements available on Council's website.

Our Contractor Information

CONTRACTS AWARDED IN 2020-21 FOR AMOUNTS GREATER THAN \$150,000

SUPPLIER	CONTRACT VALUE (INC GST) (\$)	DESCRIPTION OF GOODS/SERVICES
Australia Post	>150000	Post Billpay™ Agreement
Hi Quality Pty Ltd	<\$250,000 (estimate)	Quarry Products Recycled
Elite Sand and Soil Pty Ltd	As per schedule of rates	Quarry Products Recycled
Raygal		Quarry Products Recycled
J Wyndham Prince	\$573,935.18	Coreen Avenue Corridor Improvements – Detailed Design
Colas Solutions Pty Ltd	>\$250,000	Road Pavement Rejuvenation Works: Penrith LGA under LGP213-2
North Shore Paving Co. Pty. Ltd	\$152,428.00	Design and Construction of Netball Courts, Boronia Park-St Marys
All Seasons Landscapes Pty Ltd	\$226,000.00	Childcare Centre Playground Upgrades
Sam Crawford Architects	\$315,216.00	Kingswood Car Park Architectural RFQ
Northrop	\$251,735.00	Structural, Civil and Traffic Engineer
Civica Pty Ltd	\$434,500.00	Library Management System
Orbital Traffic Management	\$2,200,000.00	Traffic Control
Pathfinder Systems Australia Pty Ltd	<\$250,000	Tactile Works
Amity IT Pty Ltd	\$200,000.00	IT Services - Website Maintenance / Joomla Preferred Supplier List
Citizen Group Pty Ltd	\$214,440.00	Brand Health Check & Refinement
Moduplay Group Pty	\$193,965.97	Leonay Parade Park Upgrade
Moduplay Group Pty	\$154,119.35	Robinson Park Upgrade
Breakspear Architects Pty Ltd	\$169,224.00	Dining Precinct – Regatta Park Emu Plains
All Seasons Landscapes Pty Ltd	\$150,000.00	Tamara Stage 1 and Blue Emu Stage 2 playground upgrades
Roadworx Surfacing Pty Ltd	\$669,651.40	Stabilisation Works
Stabilised Pavements of Australia Pty Ltd	\$188,520.00	Foamed Asphalt Stabilisation Works

SUPPLIER	CONTRACT VALUE (INC GST) (\$)	DESCRIPTION OF GOODS/SERVICES
Enstruct Group Pty Ltd	\$170,687.00	Civil engineering and Utilities services for Soper Place Revitalisation project
Taylor Thomson Whitting (NSW) Pty Ltd	\$385,572.00	Structural Engineering Consultancy
Preferred Turf Pty Ltd	<\$250,000	Synthetic Turf
Avante Linemarking (Gumbay Holdings Pty Ltd)	\$226,910.75	Road Line marking and related Services
Metro Tures Services Pty Ltd	<\$250,000	Tyres
NDY Management Pty Ltd T/A Norman Disney & Young	\$418,275.00	Mechanical, electrical, hydraulics, fire, vertical transportation
The Hunter Mason Trust	\$1,405,178.00	Civic Centre Ground Floor Refurbishment Stage 1
Holcim Australia Pty Ltd t/a PF Concrete	>\$250,000 (estimate) As per schedule of rates	Premixes Concrete
Avenor Pty Ltd	\$398,200.00	Development Management for Former Council Chambers
Westbury Constructions Pty Ltd	\$1,195,742.00	Mark Leece Amenity Upgrade
Rogers Construction Group Pty Ltd	\$279,647.39	St Mary's Arts and Crafts Studio Refurbishment
LJ Follington Constructions Pty Ltd	>\$250,000	Provision of Grave Digging
RMA Contracting t/a RMA Group	\$584,626.55	Saunders Park Remediation Works
Cardia Bioplastics Pty Ltd	>\$250,000	Supply and Delivery of Compostable Bags
RELD Group Pty Ltd	\$191,383.26	Roof Sheeting and Ancillary Works
RMA Contracting t/a RMA Group	\$217,493.82	Chesham Road Remediation
APP Corporation Pty Ltd	\$360,437.00	5-13 Gidley St, St Marys Commuter Car Park
Root Partnerships Pty Ltd	\$261,415.00	Kingswood Commuter Car Park
Grace Records Management (Australia) Pty Ltd t/a Grace Information Management	\$1,400,000.00	Digitisation of Council Application Records
Quickway Constructions Pty Ltd	\$5,730,894.00	Caddens Road Upgrade
Coverit Building Group Pty Ltd	\$355,234.00	Leonay Oval Amenities Stage 2,3 and 4
Group GSA Pty Ltd	\$1,337,000.00	Gipps Street Recreation Precinct

SUPPLIER	CONTRACT VALUE (INC GST) (\$)	DESCRIPTION OF GOODS/SERVICES
Kealec Pty Ltd	\$337,582.00	Sports Field Lighting Various Sites
NSW Kerbing Pty Ltd	>\$250,000	Concrete Maintenance Works
Del Rocchio Concreting Pty Ltd	>\$250,000	Concrete Maintenance Works
Statewide Civil Pty Ltd	>\$250,000	Concrete Maintenance Works
Cardno (NSW/ACT) Pty Ltd	\$2,540,319.10	Dunheved Road Upgrade Investigation and Detailed Design
Rogers Construction Group Pty Ltd	\$1,400,000.00	Community Building Refurbishments
The Hunter Mason Trust	\$1,211,386.00	Civic Centre Ground Floor Refurbishment Stage 2
Rogers Construction Group Pty Ltd	\$550,964.04	Werrington County Childcare Refurbishments
Rogers Construction Group Pty Ltd	\$1,078,574.55	Childcare Building Refurbishments
Glascott Landscape and Civil Pty Ltd	\$9,556,693.10	Landscape Construction for Regatta Park
Central West Electrical Contractors Pty Ltd	\$371,866.00	Dukes Oval & Monfarville Reserve Stage 1 Baseball Fields Lighting
Polytan Asia Pacific Pty Ltd	\$4,312,022.00	Harold Corr Oval Track Construction
Loud and Clear Audio Pty Ltd & M&FH Pty Ltd T/A Loud and Clear Sales	\$196,599.00	Joan Sutherland Sound Upgrade

CONTRACTS AWARDED IN PREVIOUS YEARS WITH EXPENDITURE IN 2020-21 GREATER THAN \$150,000

SUPPLIER	PAYMENTS FOR 2020-21 (INC GST) (\$)	DESCRIPTION OF GOODS/SERVICES
TST Property Services	\$265,981.01	Amenities Cleaning
Trinitas Group Pty Ltd	\$176,337.34	Asbestos Consulting Services
Beasy Pty Ltd	\$700,892.58	Asbestos Hygiene Services
Getex Pty Ltd	\$363,448.80	Asbestos Hygiene Services
Coverit Building Group Pty Ltd	\$4,161,224.61	Building Maintenance and Construction Works
Westco Building Consultants Pty Ltd	\$218,269.70	Building Trades Services
Australian Native Landscapes Pty Ltd	\$5,846,852.09	Bulk Material Supplies

SUPPLIER	PAYMENTS FOR 2020-21 (INC GST) (\$)	DESCRIPTION OF GOODS/SERVICES
Elite Sand and Soil Pty Ltd	\$176,683.42	Bulk Material Supplies
Velrada	\$235,620.00	Business Application Upgrades
Quickway Constructions Pty Ltd	\$2,502,825.45	Caddens Road Upgrade
Planet Civil Pty Ltd	\$282,068.12	Chesham Street Upgrade Construction Works
Warren Linden Trading as All Season Design & Landscapes	\$688,614.75	Childcare Centre Playground Upgrades
Klenall Industrial Suppliers Pty Ltd	\$276,271.36	Childcare Consumables
The Trustee for The Hunter Mason Trust	\$2,297,000.68	Civic Centre Ground Floor Refurbishment Stage 2
Rogers Construction Group Pty Ltd	\$2,783,768.77	Community Building Refurbishments
Del Rocchio Concreting Pty Ltd	\$807,233.00	Concrete Maintenance Works
NSW KERBING PTY LTD	\$224,568.55	Concrete Maintenance Works
Statewide Civil Pty Ltd	\$2,813,995.19	Concrete Maintenance Works
CA & I PTY LTD	\$182,019.39	Construction
Alpall Pty Ltd	\$1,350,531.42	Construction and Refurbishment of Sporting Amenities
Cranebrook Construction	\$532,862.20	Construction Services
Abcoe Distributors Pty Ltd	\$352,683.96	Consumables and Cleaning Supplies
JBS&G Australia Pty Ltd	\$298,398.10	Contamination Assessment
J Wyndham Prince Pty Ltd	\$1,168,631.06	Coreen Avenue Corridor Improvements – Detailed Design
Hawkesbury River County Council	\$214,064.40	Council Services
GHD Pty Ltd	\$199,709.40	Design Services
Corporate Sole EPA Act 1979	\$200,589.05	Development Levy collected on behalf of State Governmen
Avenor Pty Ltd	\$326,325.68	Development Management for Former Council Chambers
Grace Records Management (Australia) Pty Ltd	\$184,866.27	Digitisation of Council Application Records

SUPPLIER	PAYMENTS FOR 2020-21 (INC GST) (\$)	DESCRIPTION OF GOODS/SERVICES
Staples Bros. (Nowra) Pty Limited T/A Premier Pumpouts	\$177,377.29	Effluent Collection Services
B G Enterprises (NSW) Pty Ltd	\$1,052,153.98	Electrical Trades & Plumbing Trades
Hix Group Pty Ltd	\$1,651,275.99	Electrical Trades & Plumbing Trades
WSP OPUS Australia Pty Limited	\$273,134.29	Engineering Services
Technology One	\$663,651.73	ERP System
Burton Contractors Pty Ltd	\$14,729,003.47	Erskine Park Road
V.D.G Pty Ltd	\$704,979.24	Facility Cleaning Services
Metal Fencing Specialists	\$453,297.57	Fencing Supplies and Installation
Infrastructure Management Group Pty Ltd	\$180,516.60	Footpath Condition Survey by Automated Video and Lase Assessment Technology
Trident Plastics (SA) Pty Ltd	\$375,683.94	Garbage Bin Provider
Group GSA PTY LTD	\$535,550.40	Gipps Street Recreation Precinct
James Mather Delaney Design Pty Ltd	\$389,580.02	Hardware Supplies
Pageup People Pty Ltd	\$260,232.29	HR Functions
Aten Systems Pty Ltd	\$202,708.00	Information Management System
Civic Risk Mutual	\$997,993.36	Insurance Services
Duncan Solutions Reino International Pty Ltd	\$521,054.58	Integrated Parking Management Systems
Tuff Group Holdings Pty Ltd	\$3,284,850.27	Jamison Park Multi Sport Synthetic Field
JRW Trading Pty Ltd T/A Jaydub Electrical Services	\$1,065,710.73	Kingsway Lighting
Romba Pty Ltd	\$1,742,082.40	Kingsway Sports Fields
Stowe Australia Pty Ltd	\$664,096.40	Kingswood
The McGregor Coxall Unit Trust	\$454,952.21	Landscape Design Services
Dentons Australia Pty Ltd	\$649,632.13	Legal Services
Hirotec Maintenance Pty Ltd	\$883,252.77	Maintenance Services
Programmed Maintenance Services Ltd	\$153,865.97	Maintenance Services

SUPPLIER	PAYMENTS FOR 2020-21 (INC GST) (\$)	DESCRIPTION OF GOODS/SERVICES
Data 3 Limited	\$1,545,038.60	Managed Computer/Software Services
Traymark Industrial Caravans Pty Ltd	\$775,984.60	Manufacture and Delivery of Caravans
Mack Civil Engineering Pty Ltd	\$834,302.70	New Concrete Footpaths
Total Drain Cleaning Pty Ltd	\$375,611.17	Plant Hire Various
Australia Post	\$515,666.85	Post Billpay™ Agreement
Hawkesbury City Council	\$228,574.00	Probably pound services "contract"
Savills Project Management Pty Ltd	\$225,665.00	Project Management Services
Charmax Facility Management	\$591,666.14	Property Maintenance Services
Star Property Maintenance Pty Ltd	\$173,014.67	Property Maintenance Services
Bateman Battersby Lawyers Trust Account	\$357,500.00	Provision of Certain Legal Services
Sparke Helmore Lawyers	\$896,539.75	Provision of Certain Legal Services
The Warat HWL Practice Trust & The East HWL Practice Trust & The HWL Practice Trust & The Marin HWL Practice Trust & Ot	\$599,191.25	Provision of Certain Legal Services
L J Follington Constructions Pty Ltd	\$213,791.00	Provision of Grave Digging
Nepean Regional Security Pty Limited	\$923,916.85	Provision of Security
Millennium Hi Tech Holdings Pty Ltd	\$373,610.67	Public Domain Cleaning Services
Westbury Construction Pty Ltd	\$1,842,867.79	Recreation and Leisure Centre Building Upgrade & Mark Leece Amenity Upgrade
Bernipave Road Solutions Pty Ltd	\$896,463.69	Road Patching Services
Reld Group Pty Ltd	\$204,039.90	Roof Sheeting and Ancillary Works
RMA Contracting Pty Ltd T/as Ross Mitchell & Associates	\$1,262,196.72	Saunders Park Remediation Works & Asbestos Works
Piekar Comm Services Pty Ltd	\$292,054.05	Security Systems and Services
Central Industries	\$1,234,352.13	Shade Structures and Sails
Microsoft Pty Ltd	\$180,669.60	Software Systems

SUPPLIER	PAYMENTS FOR 2020-21 (INC GST) (\$)	DESCRIPTION OF GOODS/SERVICES
Durbach Block Jagers Architecs Pty Ltd	\$575,918.75	Soper Place Design Competition
Envirocivil NSW Pty Ltd	\$385,101.04	Specialist Excavation
Roadworx Surfacing Pty Ltd	\$898,724.09	Stabilisation Works & Street / Footpath Sweepers (Dry Hire)
Cardia Bioplastics (Australia) Pty Ltd	\$1,200,062.71	Supply and Delivery of Compostable Bags
Hi Quality Recycling Services Pty Ltd	\$628,163.24	Supply and Disposal of Quarry Products
Krost Business Furniture Centre Pty Limited	\$249,497.28	Supply and Installation of Office Furniture
Origin Energy	\$1,197,364.63	Supply of Electricity for Large Buildings and Facilities & Small Gas Agreement
AGL Sales Pty Limited	\$609,760.16	Supply of Electricity for Small Tariff Sites
ERM Power Retail Pty Ltd T/A ERM Business Energy	\$1,231,065.99	Supply of Electricity for Unmetered Public Lighting
McArthur (NSW) Pty Ltd	\$661,564.30	Temporary Employment Services
Asplundh Tree Expert (Australia) Pty Ltd	\$278,004.15	Tree Pruning Services
Allcott Hire Pty Ltd	\$217,656.12	Truck and Plant Hire
Suez Environnement	\$31,429,649.38	Waste and Resource Recovery Collection Services
Iconinc Holdings Pty Ltd	\$552,255.09	Waste Marketing
ASPECT STUDIOS	\$323,691.51	Urban Design Framework
Douglas Partners Pty Ltd	\$195,061.13	Provision of Environmental Services
RecordPoint Software APAC Pty Ltd	\$242,550.00	Records365 Subscription
Rheem Thermal Systems Group	\$249,920.00	Supply and Installation of Ripples Heat Pumps
Shell Energy Retail Pty Ltd	\$413,593.74	Supply of Electricity
Tract Consultants Pty Ltd	\$256,132.87	Penrith Green Grid Strategy
Urbis Pty Ltd	\$178,713.94	Former Council Chambers Design Competition

**PAYMENTS OF MORE THAN \$150,000 IN 2020-21 UNDER CONTRACTS HELD BY OTHERS
(LOCAL GOVERNMENT PROCUREMENT, PROCUREMENT AUSTRALIA, STATE GOVERNMENT)**

SUPPLIER	PAYMENTS FOR 2020-21 (INC GST) (\$)	DESCRIPTION OF GOODS/SERVICES
State Asphalts Services Pty. Ltd.	\$10,916,212.28	Asphalt and Road Sealing
Bernipave Pty Ltd	\$938,807.59	Bitumen, emulsions and asphalt materials
Penrith City Automotive Pty Ltd	\$292,220.44	Fleet Purchases
Penrith Subaru	\$1,974,305.29	Fleet Purchases
Cardno (NSW/ACT) Pty Ltd	\$403,781.82	Flood Study
QBE Insurance (Australia) Ltd	\$251,226.70	Green Slip Insurances
J Blackwood & Son Pty Ltd	\$265,215.29	Hardware Goods
The Trustee for Computers Now Unit Trust	\$178,266.06	IT Hardware
NDY Management Pty Ltd	\$184,178.77	Mechanical, electrical, hydraulics, fire, vertical transportation
J & G Excavations & Asphalting (NSW) Pty Ltd	\$571,111.40	Minor Asphalt and Road Sealing
Stabilised Pavement Of Australia Pty Ltd	\$219,021.00	Minor Asphalt and Road Sealing
Fuji Xerox Australia	\$237,380.85	Multifunction Device Supply
Leonard Advertising	\$158,632.39	Newspaper Advertising
Combined Traffic Management Pty Ltd	\$351,843.89	Pavement Marking
GYC Pty Ltd	\$876,287.64	Plant Equipment
Bucher Municipal Pty Ltd	\$630,666.00	Plant Parts and Services
WesTrac Pty Ltd	\$687,074.48	Plant, Vehicle and Equipment Purchases
A_Space Australia Pty Ltd	\$255,268.52	Playground Equipment
Holcim Australia Pty Ltd t/a PF Concrete	\$329,735.38	Premix Concrete
Plateau Tree Service Pty Limited	\$212,730.84	Provision of Tree Pruning and Associated Services
Acer Computers Australia Pty Ltd	\$296,888.21	Technology Hardware
Winc Australia Pty Ltd	\$364,656.84	Technology Hardware

SUPPLIER	PAYMENTS FOR 2020-21 (INC GST) (\$)	DESCRIPTION OF GOODS/SERVICES
Telstra Corporation Ltd	\$1,440,076.68	Telephone and Data Services
Hays Specialist Recruitment (Aust) Pty Ltd	\$199,980.35	Temporary Employment Services
Randstad Pty Ltd	\$698,986.82	Temporary Employment Services
Orbital Traffic Management Aust. Pty Ltd	\$396,995.50	Traffic Management Services
Site Group Pty Ltd	\$631,458.28	Traffic Management Services
Treeserve Pty Ltd	\$894,101.22	Tree Pruning Services
Gilbert & Roach	\$1,693,054.39	Vehicle Purchases
Allcom Networks Pty Ltd	\$162,932.33	Audio Visual Upgrades
Ampol Australia Petroleum Pty Ltd	&1,086,082.58	Fuel Cards
Edwards U Pty Limited & Others T/A AUSCONNEX	\$162,637.68	Streetlighting Upgrades
Horizon Print Management Pty Limited	\$240,823.79	Print Services
Parkequip Pty Ltd	\$172,838.60	Park Upgrades

PAYMENTS OF MORE THAN \$150,000 IN 2020-21 NOT UNDER A CONTRACT

SUPPLIER	PAYMENTS FOR 2020-21 (INC GST) (\$)	DESCRIPTION OF GOODS/SERVICES
Icare Workers Insurance	\$1,881,739.24	Insurance Services
Global Brands Group Pty Ltd T/A The Gap Consultancy	\$164,230.25	Consultancy Services
Endeavour Energy	\$3,536,559.00	Electricity Maintenance and other services

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 2020-21 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	65,781
Extra Charges	101,662
Domestic Waste	4,613
TOTAL	172,056

PENSIONER REBATE ABANDONMENTS	\$
General Rates - Statutory	1,888,267
Domestic Waste - Statutory	642,830
Stormwater - Voluntary	223,017
TOTAL	2,754,114

SUNDRY DEBTOR ABANDONMENTS	\$
Sundry Debtor	8,135
TOTAL	8,135

Our Capital Project Expenditure Reviews

There was one Capital Project Expenditure Reviews submitted during the 2020-21 reporting period.

Soper Place Carpark and Commercial Development

The Soper Place Project is a high priority for Council to help generate an alternative and sustainable revenue and contribute to growing employment and revitalisation in Penrith City Centre.

The project will deliver a development that achieves design excellence through in a multi-functional building that includes:

- Around a 6,000m² A-Grade office building that increases the number of jobs in the City Centre.
- A new multi-storey public car park with approximately 700 car spaces that makes it easier to get around.
- Improvements to the public realm that lifts the amenity, connectivity and identity of the site.
- Innovative sustainability solutions which actively contribute to the reduction of urban heat and contribute to cooling the city.

The key objectives for the Soper Place development include:

- Contribute to increasing employment in the City Centre and position Penrith for the next wave of commercial office development.
- Contribute to meeting the demand for parking within the City Centre by providing approximately 700 public parking spaces (equivalent User Class 2) and contribute to making it easier to get around the city.
- Contribute to the creation of an activated precinct in the City Centre informed by community needs.
- Demonstrate design excellence and innovative sustainability solutions, including contributing to "Cooling the City".
- Generate increased revenue for Penrith City Council – including reducing Council's reliance on rates revenue.
- The vision for the Soper Place development is to catalyst.

The funding model has been developed within a conservative scenario. Key assumptions include a total capital budget of \$102.2m for both the car park and commercial components of the proposed project.

This includes a total borrowing loan of \$80.7m fully utilising Council reserves for debt servicing of both loan components and the remaining balance funded from internal cash reserves.

APPENDIX 7 - OUR COMPANION ANIMALS

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 2020-21, we continued to participate in a range of programs and education opportunities despite COVID-19 limitations within the community, these included:

- Promote and partially fund discounted desexing program coordinated by Animal Welfare League.
- Promote, partially fund and participate in microchipping day coordinated by Animal Welfare League.
- Staff a community engagement/education booth during a two-day Animal Welfare League event.
- Assist and promote 'Friends of Hawkesbury' social media platform with responsible pet ownership messages.
- Assist and promote 'Resilience NSW' with emergency preparedness messages.
- Assist and support New South Wales Police with specialist advice and Companion Animal reference materials.
- Plan and conduct high profile education/enforcement campaign called 'TAG, WAG & BAG'.
- Significantly increase and target high profile recreational open spaces for Companion Animal offences.

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 a formal agreement with Hawkesbury City Council for animal shelter services (no kill shelter).
- Actively participating in assessment/classification of animals deemed suitable for rehoming.
- Maintaining beneficial working relationships with not for profit rehoming organisations.
- Increasing rehoming social medial messaging by Penrith and Hawkesbury Local Councils.
- Prioritisation of microchipping and maintaining of accurate records to improve return rates.

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 Road, Emu Plains (being upgraded-community consultation phase).
- Boundary Road/Soling Crescent Cranebrook (fenced).
- Cullen Avenue, Jordan Springs (fenced).
- Victoria Street, Werrington.
- Racecourse Road South, Penrith (Jamison Park fenced).
- Doncaster Avenue, Claremont Meadows (fenced).
- Melville Road, St Clair (fenced).
- Saddler Way, Glenmore Park.

Council's budget for companion animal management and activities in 2020-21 was a net figure of \$653,018 with an actual net result of \$526,299. No external funding was made available for managing and controlling companion animals during 2020-21. Council issued penalty infringements to the value of \$63,678 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 2020-21 to the Office of Local Government (OLG).

LODGEMENT OF POUND DATA COLLECTION RETURNS WITH THE OLG

(Survey of Council seizures of cats and dogs)

	DOGS	CATS
Total impounded	428	565
Released to owners	157	18
Sold	177	194
Released to animal welfare agencies for rehoming	32	125
Euthanised	62	228

LODGEMENT OF DATA ABOUT DOG ATTACKS WITH THE OLG

ATTACKING DOGS TOTAL	60
Attacking Dogs (human victims)	31
Attacking Dogs (animal victims)	52

Case Study - Nash's Story

In early September 2020 Council received numerous reports of a black and white male Staffordshire Terrier that was roaming the streets around Jordan Springs, Cambridge Gardens and Cranebrook. Animal Service officers spent numerous hours searching for the dog but were unable to find it.

The community started a Facebook page for sighting and people were leaving food and water out for the now famous dog. It was later found to be taking shelter in Wianamatta Regional Park (the former ADI site). The dog never showed any aggression towards people or other animals however he was difficult to approach.

National Parks & Wildlife Services (NPWS) were made aware of this and were doing regular patrols trying to locate the dog. They set up a trap within the Wianamatta Regional Park however members of the public were breaking into the park and letting the dog out of the trap. The trap was no longer effective as the dog was now avoiding it.



On the 25 November 2020, Council received a call from NPWS to advise they had tracked through Jordan Springs and observed it sleeping at the front of a property. Council staff attended and spoke with NPWS where they asked for permission to use their tranquilizer (dart) gun to assist with containing the dog. Permission was given and the dog was restrained and transported to Hawkesbury Animal Shelter (HAS).

At the shelter the dog was very quiet and kept to himself hiding in the back of the kennel. Unfortunately, the dog was not microchipped so we were unable to locate the owner.

Council officers decided this dog needed a name and came up with the name "Nash" based on him living in the National Park.

NPWS advised that numerous animals within the Wianamatta Regional Park were found deceased. NPWS determined that the dog was not the cause of these deaths however it looked like the dog was feeding on the carcasses.

NPWS and Council officers attended Hawkesbury Animal Shelter to do an assessment to see if Nash was fit to be rehomed. Nash did better than expected during his assessment. He showed perfect doggy behaviour and listened to every command given. During this time the dog showed no aggression and was very relaxed/comfortable. Someone had obviously spent a lot of time and effort into Nash prior to him having to fend for himself for 3 months.

After discussions between Council, NPWS and HAS staff it was agreed the dog should go to rescue first before being adopted. Doing this allowed for staff to spend more time with him to see if he had any quirks, and see how he copes in a house before they could determine if he was suitable to be adopted.

Council staff contacted the rescue group Monikas Doggy Rescue and spoke with them to see if they were willing to take Nash and rehabilitate him.

Nash was collected and taken to Monikas Doggy Rescue on 4 December 2020. Nash coped very well in their care and was put up for adoption on 29 December 2020.

They had an overwhelming amount of applications and found the perfect family for him and he was adopted on 13 January 2021.



APPENDIX 8 - 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

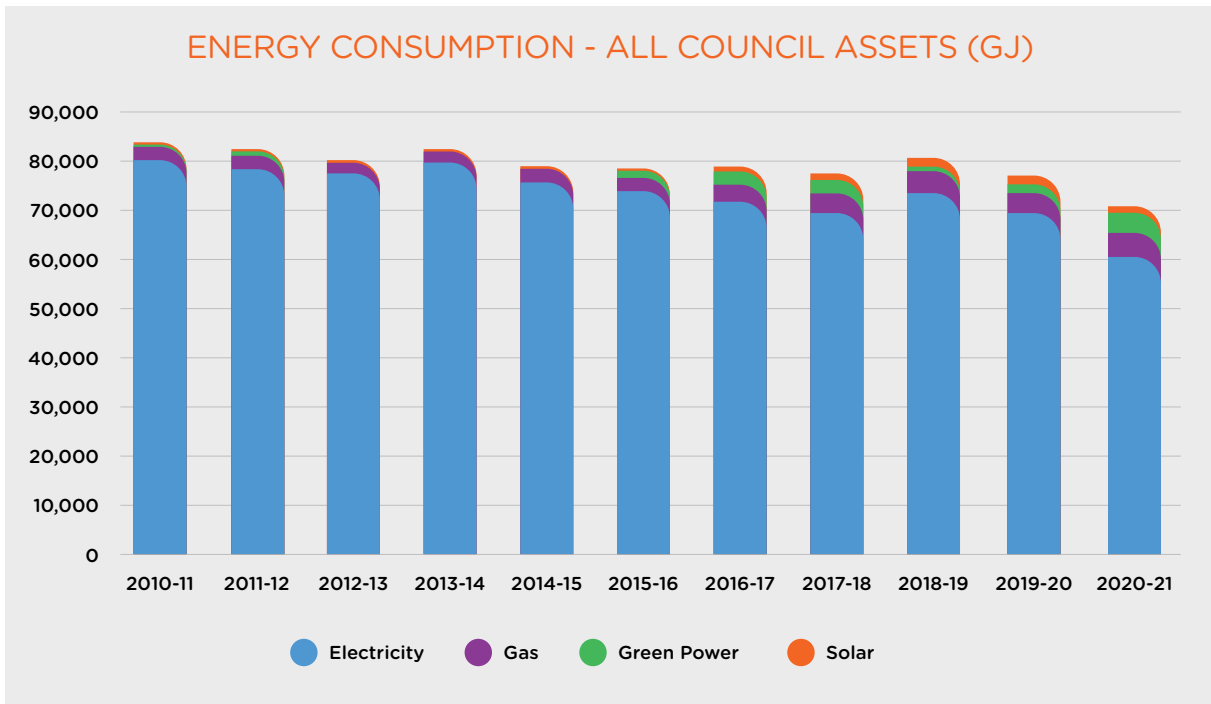
Council has invested considerable effort towards improving the energy and water efficiency of our assets and operations. In 2015 Council established three sustainability targets to continue to encourage energy and water efficiency within the organisation and the transition to more sustainable sources 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 83,603 Gigajoules (GJ) in 2010-11 to 70,727 GJ in 2020-21, a drop of 15.4% as shown in the adjacent energy graph. This is a result of ongoing energy management and the upgrading and improvement of plant and fixtures at our facilities. Notably, in 2020-21 energy use decreased considerably compared to the previous year, with a fall of 8.1%. This was due mainly to COVID-19 restrictions which reduced asset usage and minimised energy use, and the upgrading of streetlights across the Penrith LGA fitted with efficient LEDs.

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 72% compared to 2019-20.

Street lighting is responsible for almost half of the energy consumed by Council and presents a significant opportunity for energy efficiency projects. In 2020-21, the second LED street lighting upgrade funded by the Sustainability Revolving Fund was completed with 6,317 streetlights across the Penrith LGA fitted with efficient LEDs. This upgrade has resulted in a 1.5 megawatt hour (MWh) reduction in energy use, or a 15.8% drop compared to 2019-20. Overall, this project will save \$443,700 per annum and reduce energy consumption by more than 2.1 MWh and close to 2,000 tonnes of greenhouse gas emissions per annum and will benefit the community with safer more reliable streetlighting.

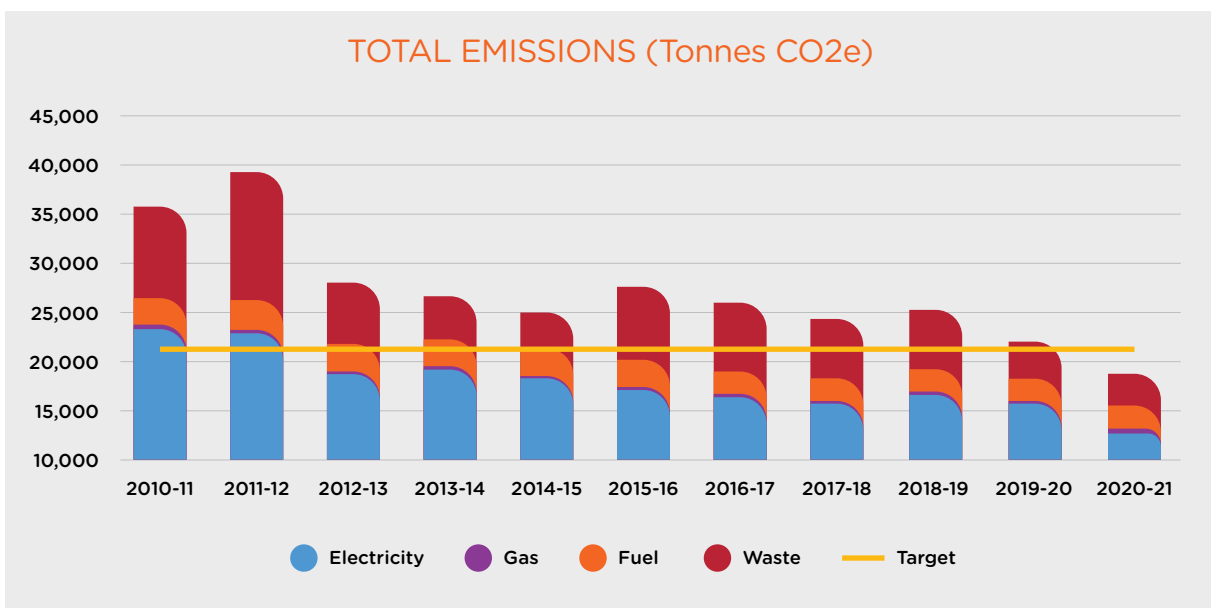


Our emissions

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

Since the baseline year (2010-11), combined emissions across electricity, gas, fuel and waste have decreased

by 47% from 35,722 tonnes of CO₂ equivalent in 2010-11 to 18,873 tonnes in 2020-21. Emissions decreased considerably in 2020-21 compared to the previous year, with a reduction of 14%. 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 Green Power to Council facilities. The generation of waste was also reduced, minimising waste to landfill and associated emissions.



Our Solar Installations & Greenpower

In 2020-21 Council generated 1,402 GJ of electricity from rooftop solar systems located on 39 sites, down slightly by 7.3% from the previous year due to site renovations and variance in climate. This included a new solar installation at a Council administration centre with a capacity of 39.6kW. 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 2020-21 this accounted for 3,961 GJ of energy coming from accredited low carbon sources. This increased by 83% in 2020-21 compared to the previous year with the electricity supply contracts supplying 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 5,362 GJ or 8% of our total energy consumption in 2020-21.

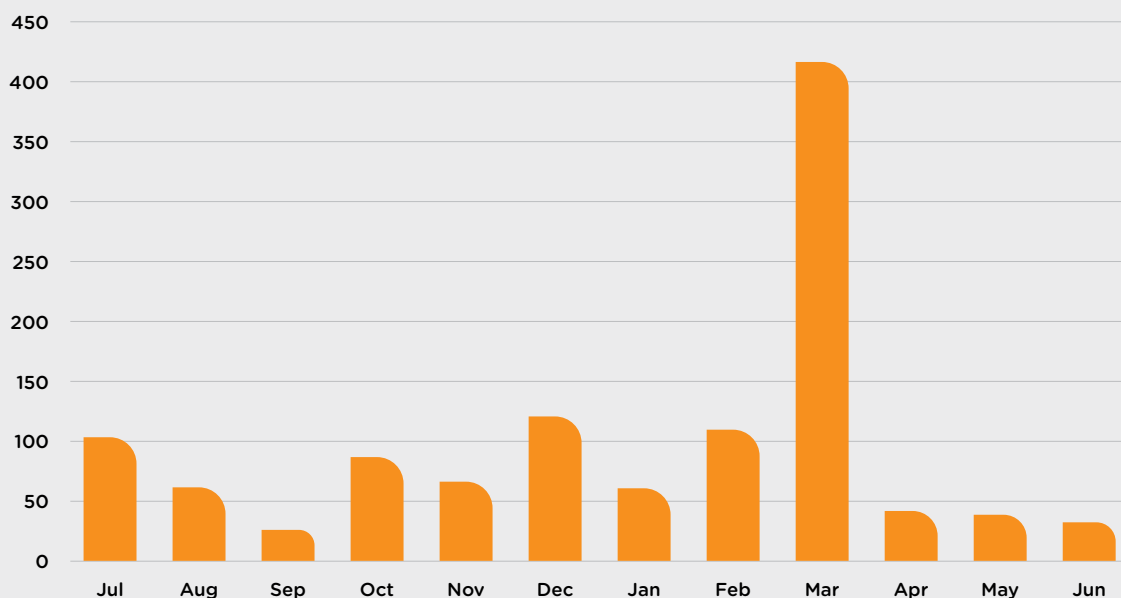
Our Sustainability Revolving Fund

Penrith City Council's highly successful Sustainability Revolving Fund (SRF) 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. Projects must return the identified savings back into the SRF for a minimum of 3 years. This allows the SRF to continue to support more projects into the future.

Since its inception, the SRF has supported 50 projects to the value of close to \$3.4m. The first project involved lighting and air conditioning upgrades. Since then, the SRF 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.

Funding for the Civic Centre Ground Floor Office Lighting Upgrade has also been completed and will result in a 69% reduction in electricity consumption and save 56 tonnes of greenhouse gas emissions per

MONTHLY RAINFALL 2020-21 (mm)



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.

Additionally, installing solar photovoltaic (PV) systems on four Council facilities, including Council's Queen Street Centre, St Clair Leisure Centre, St Marys Children's Centre and Ridge Park Hall was approved for funding in the 2020-21 financial year. Once completed, this project will deliver a total combined capacity of 59.95 kW and provide an 18% reduction in electricity consumption and save 65.5 tonnes of greenhouse gas emissions per annum. With projected energy savings of 79,848 kWh per annum this project will save Council \$12,207 each year and provide good environmental outcomes for the community.

In 2021 Council committed to extend its sponsorship of the Western Sydney University Solar Car Team to 2023, through approved funding from Sustainability Revolving Fund. The WSU Solar Car Team is based on the Kingswood campus of the University and is a student lead project which works to design, construct, and race a solar powered race car. The team have competed in the World Solar Challenge since 2013, undertake a range of engagement activities, such as workshops for school students, and have supported Council initiatives by displaying the car and materials at events including the Real Festival. Sponsorship of the Solar Car Team will allow Council and the team to work together to engage with residents and Council staff on opportunities to reduce resource use and create critical thinking around more efficient modes of transport, electric vehicles, and renewable energy. It will also create an improved platform for Council to promote our emissions reduction actions such as Council's electric vehicle, solar PV installs, and LED street lighting upgrades.

Our Water Use

Council's potable water consumption across all assets in 2020-21 was 171,899kL, a decrease of 26% compared with the previous year. The decrease in water use is primarily due to a 46% increase in rainfall compared to the previous year, with 1,157mm of rainfall recorded, compared with a long-term average rainfall of 727.3mm. 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 four playing fields to help reduce use of potable water.

Case Study Helping our community reduce their energy use during a pandemic

In moving towards a more sustainable city, work needs to be undertaken strategically to reduce emissions across our region. Within the Penrith region, the single largest source of emissions comes from free standing homes, which reflects our largely suburban communities. The largest component of these emissions is from energy use. We also know that a number of households are highly impacted by our hot summers and cold winters, and increasing energy prices make it harder for a number of households to live comfortably.

In previous years Council's work has included face to face workshops and events with expert presenters. However, in a changed world with social distancing requirements, a revised approach was needed.

Council worked with an independent home energy expert to develop the **Empowering Penrith** video series. The video series, which can be viewed online, covers a range of energy saving themes including solar power, standby power, understanding your bills, heating and cooling, insulation and sealing, hot water, and battery storage. The aim was to create short 'bite size' videos specifically tailored for audiences on social media platforms. These have been highly successful, and were utilised with adapted messaging both over summer and the start of winter in 2021.

Council has also supported a **Heat and Social Housing project** coordinated by Link Wentworth, a social housing provider. Noting that many energy saving recommendations are not applicable to those who don't own their homes, this project engaged with social housing tenants across Western Sydney to capture their hints and tips for staying cool and healthy during our summers. The project has created resources based on this tenant feedback, including fact sheets, videos and other items. Council will utilise these in addition to the Empowering Penrith resources, to engage residents with staying cool over coming summers, with tips that are suitable for renters and at little to no costs.

APPENDIX 9 - OUR DISABILITY INCLUSION ACTION PLAN

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 Disability Inclusion Action Planning within the overall community strategic planning process and the 2017-2021 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.

According to the 2018 ABS Survey of Disability, Ageing and Carers (SDAC) there are 25,867 people living with disability in Penrith. In 2021 Council developed a Disability Snapshot as part of a bridging DIAP in consultation with disability service providers, community members, and Council staff. The Snapshot highlighted that 12.6% of our population lives with a mild, moderate, severe or profound disability, most people with disability are older and female and live in Penrith, St Marys and St Clair. There are 4,732 active NDIS participants in Penrith and the highest rates of service are for autism (37.6%) followed by an intellectual disability (20.2%). St Marys is home to the largest number of people with a disability who speak a language other than English; the main language being Arabic.

Council's planning for people with disability has delivered important improvements in access and inclusion since the development of its first Disability Action Plan in 2003. The next Disability Inclusion Action Plan 2022-2026 will continue this strategic focus to be an outcomes focused document which is user friendly for people of all abilities.

Some of the key achievements during the implementation of the DIAP 2017-2021

DIAP Focus Area	DIAP priority	Outcome and strategy number	2020-21 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	The 2021 Disability Snapshot features in its cover photo artist and author Susan Oxenham with her 2017 work So Foggy over the Nepean with Charles Bonnet. The Snapshot also features business owner and blogger Gretta Serov, Access Committee Members Anthony Mulholland and Matt Roger. The inclusion of these photos has increased the depiction of people with disability in Council publications and also shows the diversity of disability for people in Penrith.

DIAP Focus Area	DIAP priority	Outcome and strategy number	2020-21 progress
Attitudes and behaviours	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, and other cultural programs that are inclusive of people with disability.
Attitudes and behaviours	Provide training to staff in quality service and responding to individual customer needs	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	The new “Customer Promise” was completed in 2018-19 and is being utilised across Council. In November 2020 and on an ongoing basis, Council established the Customer Experience Transformation Program (CETP) to redesign the way the community interacts with Council, in consultation with the community. The CETP will consider diverse and specific needs including those of people with disability. A new feature of the CETP will be the ability to record conversations for training purposes, so our front-line staff are responsive to diverse needs.
Liveable communities	Facilitate accessible and adaptable housing in future housing / development strategies	OUTCOME 2 – We plan for our future growth STRATEGY 2.1 Facilitate development in the City that considers the current and future needs of our community ACTIVITY 2.2.1 Plan for and facilitate development in the city	Council’s affordable housing strategy was completed in 2020-21.
Liveable communities	Review accessibility elements within Council’s Development Control Plan	OUTCOME 2 – We plan for our future growth STRATEGY 2.2 Protect the City’s natural areas, heritage and character ACTIVITY 2.2.1 Ensure our policies, strategies and plans set a clear direction for managing the growth of our City	A comprehensive review of the Accessibility and Adaptability controls within Penrith DCP 2014 is still underway. The review is now at the phase of finalising the draft ‘Accessibility and Adaptability’ DCP chapter in consultation with internal stakeholders. Through research, key areas for improvement have been identified and incorporated into the draft completion of this chapter, including:

DIAP Focus Area	DIAP priority	Outcome and strategy number	2020-21 progress
		<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>Expanded provisions for Adaptable Housing Updated requirements for 'Accessibility and Adaptability Compliance Reports'</p> <ul style="list-style-type: none"> • A new section on 'Design Criteria' The draft chapter is anticipated to be finalised in early 2022
Liveable communities	Implement the adopted programme 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>	Four accessible bus shelters were installed during 2020-21, at Penrith, St Marys and Cambridge Park, bringing the total to 24 during this DIAP.
Liveable communities	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>New footpath links were installed at St Clair's off leash dog park to improve the accessibility of the site. Council is currently constructing approximately 460m of footpath on the southern side of St Clair to formalise connections between Melville Rd and Ballarat Ave. This will provide direct footpath access to the dog park once complete. In addition, 10 metres of footpath and a ramp to increase resident's access in Glenmore Park were installed. An accessible pathway connection for the Brian King Park Upgrade in Oxley Park was installed to improve the site's accessibility.</p> <p>In addition, improvements were made to Robin Wiles Park in North St Marys with the installation of four pram ramps and two sections of footpath connecting Robin Wiles Park to existing footpaths on Maple Road and Sycamore Street, North St Marys. These works have improved access for residents and visitors to the park.</p>

DIAP Focus Area	DIAP priority	Outcome and strategy number	2020-21 progress
Liveable communities	Finalise and implement the Pedestrian Accessibility Mobility Plan (PAMP) (*subject to funding)	OUTCOME 3 – We can get around the city STRATEGY 3.2 Provide a safe and efficient road and pathway network ACTIVITY 3.2.3 Implement the footpath and shared pathway program	An application to Transport for NSW was not progressed ahead of an anticipated application in 2021-22.
Liveable communities	Improve accessibility to the river at Tench Reserve	OUTCOME 4 – We have safe, vibrant places STRATEGY 4.1 Make our public places safe and attractive ACTIVITY 4.1.9 Manage the delivery of Council’s major capital projects	This project has been completed with accessibility informing the designs of new works and planned delivered at Tench Reserve.
Liveable communities	Identify opportunities in Council’s Sport, Recreation, Open Space, and Play strategy for provision of access and participation that is inclusive and accessible	OUTCOME 6 – We are healthy and share strong community spirit STRATEGY 6.1 Provide opportunities for our community to be healthy and active ACTIVITY 6.1.6 Manage sport and recreation facilities, programs and services to meet community needs	Council continues to design and construct inclusive sportsground amenities, recreation and play facilities in line with the prioritised program of work in the Sport and Recreation Strategy. Furthermore, playspaces are planned, designed and constructed after community consultation and in line with Everyone Can Play guidelines.
Liveable communities	Accessible infrastructure improvements are incorporated into asset management plans	OUTCOME 7 – We have confidence in our Council STRATEGY 7.2 Manage our money and our assets to be sustainable now and into the future ACTIVITY 7.2.1 Manage Council’s assets to minimise risk, reflect lifecycle costs and meet community needs	New grab-rails and shower seats were installed in the Ripples St Marys Hydrotherapy Pool bathrooms to enhance user access, safety and amenity of this popular leisure facility. In 2019, Council established a Shade Facilities at Play Spaces Policy. It identified that of 153 playgrounds, 83 required new or additional shade provision either artificial or natural. A three-year program was established 2020-23. To date, 56 upgrades have been completed with 15 more to be installed in by December 2021, improving safety for all users.

DIAP Focus Area	DIAP priority	Outcome and strategy number	2020-21 progress
Systems and processes	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>	The Access Committee continued to advise Council on a range of access matters.
Systems and processes	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. The front counter has been completed with height adjustment options of the worksurfaces for staff. A new accessible toilet in the Civic centre was constructed along with four new ambulant staff toilets on the Civic Centre's ground floor. The three new and refurbished kitchens were designed for accessibility. All desks in the Civic Centre are now user height adjustable to suit all abilities.
Systems and processes	Improve the accessibility of Council's website	<p>OUTCOME 7 – We have confidence in our Council</p> <p>STRATEGY 7.4 Keep our community informed about what Council is doing and how they can have their say in decisions that affect them</p> <p>ACTIVITY 7.4.1 Keep our community informed about what council is doing</p>	This project was completed in February 2019, and Council staff continue to maintain the accessibility of the website.
Systems and processes	Provide training about accessible documents and access to information across relevant Council services	<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>	The People and Culture team organised Accessible Content training in September 2019. In 2020-21, training continued to roll out on Information Management and InfoStore e-Learning to educate staff on access to information across relevant Council services.

DIAP Focus Area	DIAP priority	Outcome and strategy number	2020-21 progress
Employment	Undertake projects that support local business to increase employment of people with disabilities	<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>	The Nepean Jobs For All (NJFA) project was completed in September 2018. Further information about NJFA is available on Council's website.
Employment	Council's "Equal Employment Opportunity" (EEO) management plan includes an objective to increase the number of people employed by Council with disability	<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 7.5.1 Promote our values of Respect, Being Accountable, and Innovation</p>	Council's most recent EEO Management Plan incorporated initiatives to increase the number of people employed by Council with a disability. This included reviewing and enhancing recruitment strategies, networking with providers and enhancing reporting.

APPENDIX 10 - END OF TERM REPORT

END OF TERM REPORT



2016 2021

END OF TERM REPORT

HOW WE DID OVER THE
LAST FIVE YEARS IN
DELIVERING SERVICES,
ACTIVITIES AND PROJECTS
FOR OUR COMMUNITY.

PENRITH
CITY COUNCIL

penrith.city



INTRODUCTION

ABOUT OUR REPORT

Under the Integrated Planning and Reporting Legislation, Council must prepare an End of Term Report and present it to the final meeting of the outgoing Council. The report must summarise the progress made towards the Community Outcomes and cannot be used for election purposes. This report will be included as an Appendix to the 2020-21 Annual Report.

This report covers the period September 2016 to November 2021, with the exception of the financial information which covers the period 1 July 2016 to 30 June 2021.

This report provides a comprehensive account of our achievements and performance over the last five years in progressing towards the Community Outcomes.

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 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.

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**



OUR MAYOR'S MESSAGE



I'm proud to present this End of Term report to our community on behalf of my fellow Councillors. It covers the extended 2016-21 Council term and outlines how we've implemented the first stage of our 10-year Community Plan (2017-27) and Delivery Program (2017-22) over this transformative period.

With an airport rising on our border, a commitment to the Sydney Metro – Western Sydney Airport line and game changing developments like the aerotropolis and the Sydney Science Park, we end the term strong – despite the challenges of COVID-19.

At the beginning of the pandemic Council partnered with key city leaders to form two COVID-19 Recovery Taskforces to strengthen the local economy and build capacity in our community sector. This has kept us on track to realise our potential at the heart of the Western Parkland City.

After leading City Deal negotiations, Penrith has received unprecedented government and private sector investment. Council is also leading a range of City-shaping projects, including a \$12 million City Park, the \$24 million Regatta Park upgrade through the Liveability Fund, and the revitalisation of Soper Place and 131 Henry Street to provide more parking and A-Grade commercial space in our CBD.

Local jobs continue to be a priority. The Western Parkland City is expected to generate 200,000 jobs, and Council is working to supplement that figure through our partnership with The Quarter, initiatives like the 2019 Mayoral Skills Summit and realisation of our Economic Development Strategy.

We also continue to progress Council's vision for a more vibrant and liveable Penrith, through our Neighbourhood Renewal program, community collaborations, like the Mayoral Challenge playground design and upgrade projects and the delivery of our Disability Inclusion Action Plan 2017-21.

Our Cooling the City Strategy has helped us build sustainability into current and planned developments and make Penrith greener. Since adopting the strategy we've given away more than 5,500 plants and

trees to residents at community events, we've planted close to 190,000 plants and trees across our City and completed an upgrade of Council's plant nursery.

In line with this work, we also partnered with Western Sydney University on a heat sensor program and hosted a sector-leading and award-winning Cooling the City Masterclass to explore ways we can improve our built environment.

Council's 2018 Community Profile continues to help us deliver effective services and programs. It also informed our 2020 Youth Action Plan which we created in consultation with our large population of young residents.

Despite the recent COVID-19 lull, Penrith attracted a wide range of events over the term, including Ballet Under the Stars, World Rowing Cup, NSW Golf Open and Canoe/Slalom Australian Open. Council also curated and delivered four highly successful Real Festivals and pivoted in 2020 to deliver a COVIDSafe interactive art event in our city centre called Re-Animate.

We also continue to connect with our community. In late 2019, Council 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.

At the close of this term, we celebrate the 150th anniversary of Penrith's proclamation as a municipality. This significant milestone is a great reminder of the many years of planning and hard work that precede the current Council and how far we have come.

I know I speak for my fellow Councillors when I say we're proud of what we have achieved this term and that we all look forward to a bright future for Penrith.

KAREN MCKEOWN OAM
MAYOR OF PENRITH

OUR GM'S MESSAGE



This report embodies five years of hard work from our organisation, led by our Councillors. During this period, we've achieved savings and developed capacity building strategies so we can continue to service our growing city. We've revised the way we work, harnessed technology and implemented new systems.

I'm proud to say that Council met the impacts of COVID-19 with innovation and great resilience. We provided over half a million dollars in immediate relief through the waiving of fees and commercial rents, and our robust systems saw our staff move to a remote working model while continuing to deliver a full range of services and programs.

Despite the pandemic, investment continues to pour into our City. Development Applications submitted to Council over the term total \$6 billion. Council continues to work with the Australian and NSW governments and the Western Parkland Councils through the City Deal. We also continue to collaborate with the Western Sydney Planning Partnership. We were thrilled to see our advocacy for the Sydney Metro – Western Sydney Airport line come to fruition this term and we are continuing calls for the Castlereagh Connection and Werrington Arterial Stage 2. Together, this infrastructure will further Council's vision of a 30-minute city.

But we're not sitting back waiting for others to shape Penrith. Council continues to revitalise our City centre to make it more vibrant and to attract investment. This includes our redevelopment of Council-owned sites in Soper Place and preparing for an opportunity to redevelop 131 Henry Street into A-grade commercial space. There is a growing call for sustainably-designed office accommodation in our region, and we want Penrith to be the first and best choice for investors. Our focus remains on the future. Over the term we developed our Local Strategic Planning Statement, a 20-year vision for land priorities and our Resilient Penrith Action Plan 2021-2030. We also delivered a new contributions plan for non-residential development and contributions plans for the Aerotropolis Precinct and local and citywide Penrith Sport and Recreation Strategy. But we haven't lost sight of what needs doing in the here and now. Over the term we completed essential major upgrades in High Street, Penrith and Queen Street, St Marys and partnered with Legacy Property to reconstruct O'Connell Street in Caddens.

We reconstructed 1,213,829sqm of road, put down 23.9km of pedestrian and shared pathways, constructed 17 new roundabouts and installed 21 new bus shelters.

We made major improvements to community centres, sports fields and amenity buildings across our city and built a boat ramp on the Nepean River.

The term saw us complete construction of sportsgrounds at Mulgoa Rise, Caddens and Jordan Springs, as well as open the Women's National Training Centre for Rowing and upgrade Woodriff Gardens tennis courts.

We also released and have started to deliver on our \$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 Street, Clarendon Meadows.

In other areas, we recently celebrated 10 years of FOGO (Food Organics Garden Organics) recycling and continue to use the resulting compost in local parks, gardens and sports fields. We introduced an electric vehicle into Council's fleet and an energy efficient street lighting program.

During this term, the St Marys and Penrith Library branches were refurbished, and a new Radio Frequency Identification system was introduced. The service also opened a popular drop-in Digital Help Desk and launched a Library app to make it easier for members to be connected to and access the library and its fantastic catalogue.

At an organisational level we launched an award-winning campaign to become an employer of choice and an industry leader in remuneration, benefits and recognition. This included a significant review of our leave benefits and a new flexible working policy.

I am proud to say Council also completed its journey to White Ribbon Australia Workplace Accreditation – marking us as an organisation that champions respect and gender equality, and whose policies and people respond to and prevent violence against women. Our accreditation sits alongside Council's own Towards Zero campaign against all forms of violence, bullying and harassment.

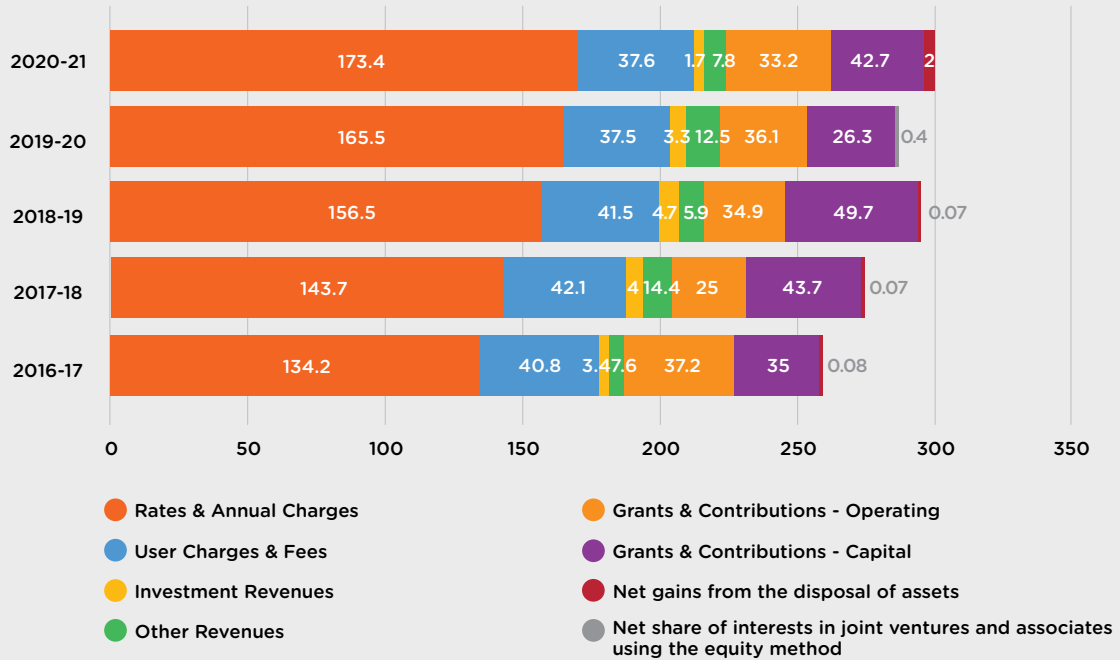
Penrith is in a period of major transformation and Council will continue to work closely with our residents to achieve the best possible outcomes for everyone in our City.

A handwritten signature in black ink, appearing to read 'Warwick Winn', written over a horizontal line.

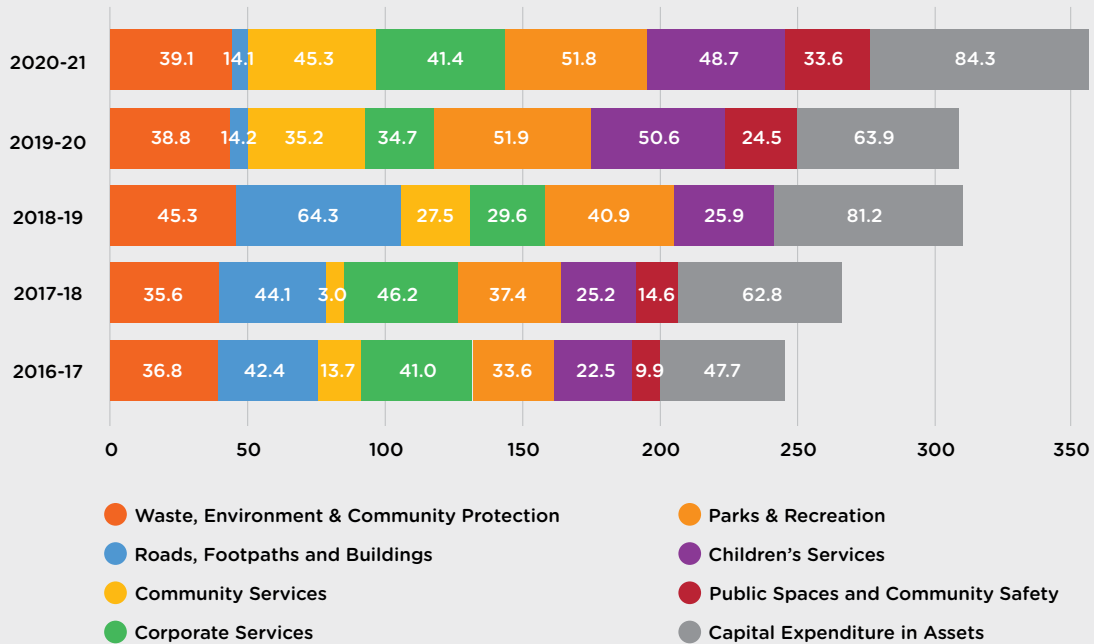
WARWICK WINN
GENERAL MANAGER

FINANCIAL SUMMARY

COMPARISON OF INCOME OVER 5 YEARS (\$M)

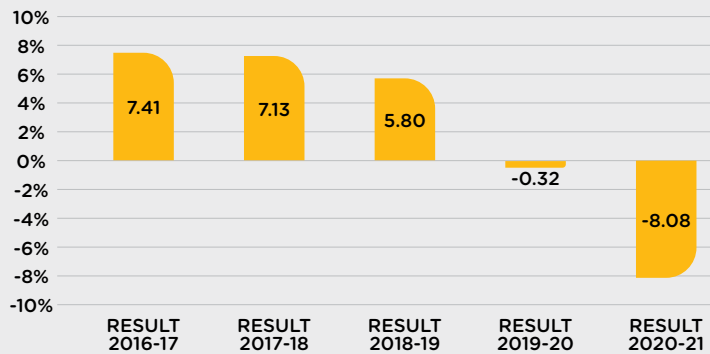


COMPARISON OF EXPENDITURE OVER 5 YEARS (\$M)



FINANCIAL PERFORMANCE

OPERATING PERFORMANCE RATIO

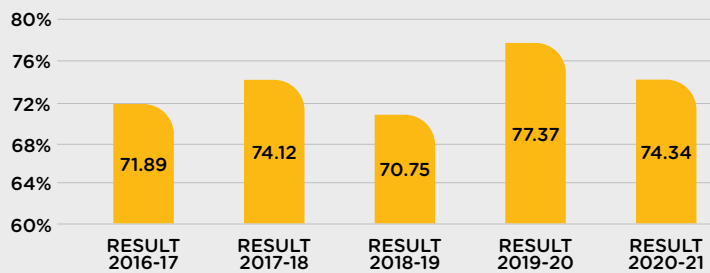


This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Benchmark

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

OWN SOURCE REVENUE

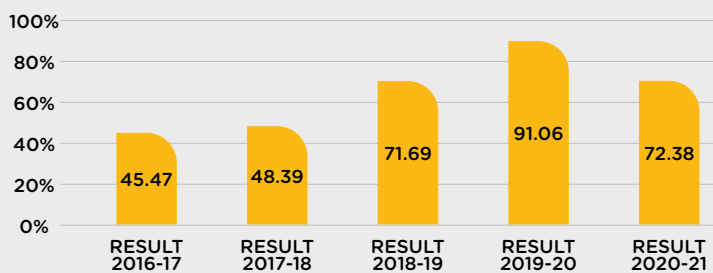


This ratio measures the degree of reliance on external funding sources.

Benchmark

Greater than 60% average over 3 years.

INFRASTRUCTURE RENEWAL RATIO

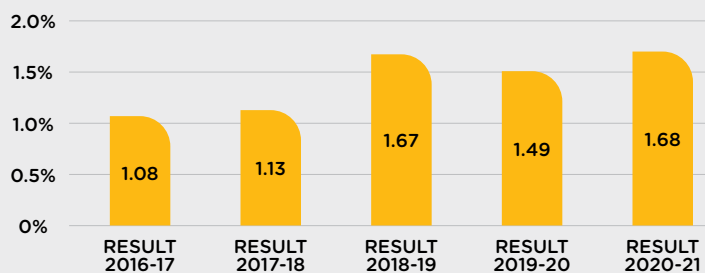


This ratio is used to assess the rate at which infrastructure assets are being renewed against the rate at which they are depreciating. Includes Buildings, Roads and Drainage assets.

Benchmark

Greater than 100% average over 3 years.

INFRASTRUCTURE BACKLOG RATIO



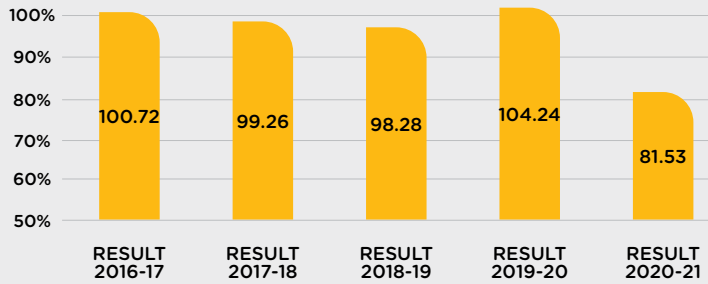
This ratio shows what proportion the backlog is against the total value of Council's infrastructure. Includes Buildings, Roads and Drainage assets.

Benchmark

Less than 2%.

FINANCIAL PERFORMANCE

ASSET MAINTENANCE RATIO

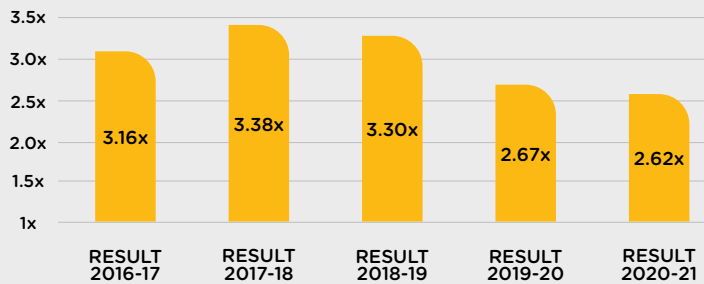


This ratio compares the actual versus required annual asset maintenance.

Benchmark

Greater than 100% average over 3 years.

DEBT SERVICE COVER RATIO



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

Benchmark

Greater than 2.0 times.

REAL OPERATING EXPENDITURE



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

Benchmark

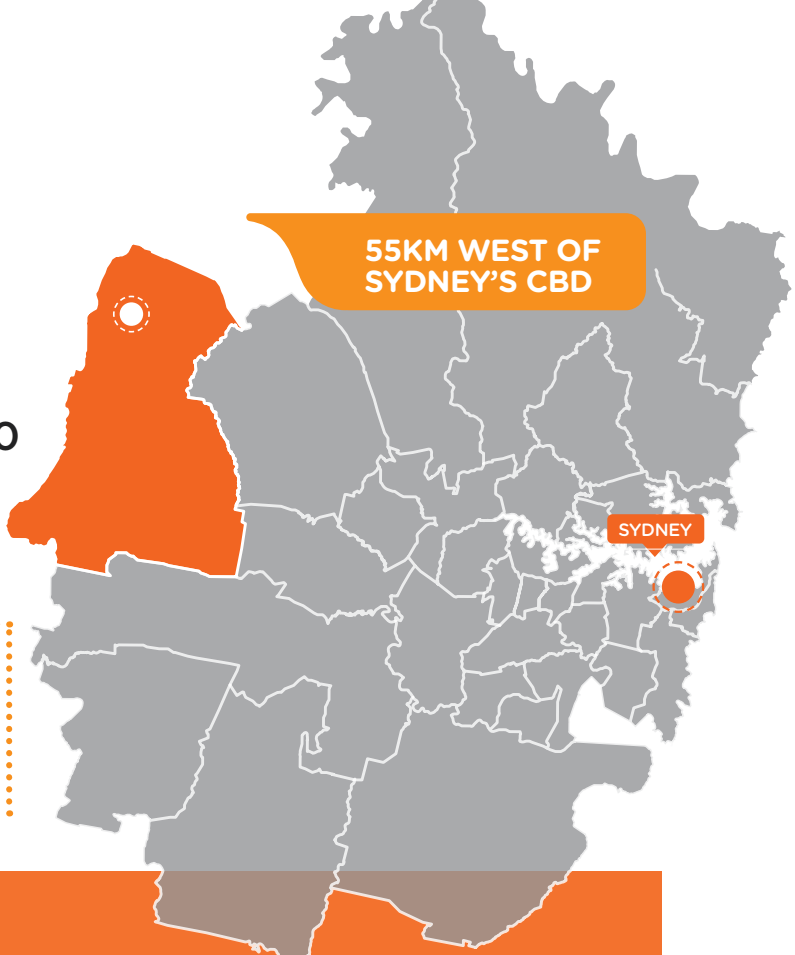
A decrease in Real Operating Expenditure per capita over time.

WHO WE ARE



PENRITH AT A GLANCE

POP. EST CURRENT: 216,000
 POP. BY 2031: 260,000
 AREA: 404km²



1.3 million
ANNUAL VISITORS

<p>71,036 HOMES </p>	<p>26,266 BUSINESSES</p>
<p>19% of dwellings are medium or high density</p>	<p>6 INTERNATIONAL PARTNERSHIPS </p>
<p>47.8HA of City Centre land owned by Council</p>	<p>KNOWN COMPANION ANIMALS 26,600 CATS  85,000 DOGS </p>
<p>LAND USE 80% Rural and Rural-Residential 20% Urban</p>	<p>38.5% COUPLES WITH CHILDREN </p>
<p>4% of our population identify as Aboriginal or Torres Strait Islander</p>	<p>Median Resident Age 34 28% RESIDENTS AGED UNDER 20</p>
<p> 58% of Penrith's workforce are local residents</p>	<p>\$7.79 BILLION GROSS REGIONAL PRODUCT 1.6% OF NSW</p>

KEY FEATURES



38 SUBURBS
PROCLAIMED
A CITY IN 1959

3 ELECTORAL
WARDS
15 Councillors
(5 per ward)

38
SOLAR POWER
systems across Council
owned facilities



COUNCIL-RUN
CHILDCARE
FACILITIES

Approx.

4,000

children enrolled in
childcare centres and
projects

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



67
SCHOOLS

- » 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



LIBRARIES

710KM
OF FORMED
FOOTPATHS



1,208KM
OF SEALED
ROAD PAVEMENT

164
car parks

Achieved a **59%**
diversion of resources
from landfill during
2020-21, collecting...



40,038 TONNES
of Food Organics and
Garden Organics (FOGO)
and...



16,488 TONNES
of recyclables



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 December 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.

The map displays three wards: North Ward (orange), South Ward (yellow), and East Ward (grey). Each ward contains five councillor portraits with their names and OAM status.

Ward	Councillor Name	OAM Status
NORTH WARD	Cr Aaron Duke	
	Cr Kevin Crameri	OAM
	Cr John Thain	
	Cr Marcus Cornish	
	Cr Ross Fowler	OAM
SOUTH WARD	Cr Karen McKeown	OAM
	Cr Mark Davies	
	Cr Jim Aitken	OAM
	Cr Kath Presdee	
	Cr Brian Cartwright	
EAST WARD	Cr Greg Davies	
	Cr Robin Cook	
	Cr Todd Carney	
	Cr Bernard Bratusa	
	Cr Tricia Hitchen	

OUR MAYOR



**Councillor
Karen McKeown
OAM**

**South Ward
Councillor**

Cr Karen McKeown OAM was elected to Council in 2004, 2008, 2012 and 2016, served as Mayor in 2015-2016 and was again elected as Mayor on 28 September 2020. She also served as Deputy Mayor in 2006-07 and in 2019-2020.

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 as Vice President of 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, a Director of Local Government NSW and Australian Local Government Association, and Director and Deputy Chair of Active 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.

OUR DEPUTY MAYOR



**Councillor
Tricia Hitchen**

**East Ward
Councillor**

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, and again on 28 September 2020.

Cr Hitchen has been a member of Council's Access Committee for 9 years, including as Chair for the last 5 years. She is also a member of the Local Traffic Committee and the St Marys Town Centre Board. She is a volunteer Director of The Haven Nepean Women's Shelter and vocal on issues of family and domestic violence. As the mother of a special needs child, Cr Hitchen is a strong advocate for people with disabilities, accessibility and equity.

A long-term resident of the East Ward, Cr Hitchen has worked hard with her local communities to achieve positive outcomes. She was instrumental in the funding and development of the Brisbane Street Park in St Marys and worked with Council to achieve better outcomes in the Oxley Park area. Cr Hitchen fought for the upgrades to the St Clair Dog Park and is working hard for a dog park in Claremont Meadows. Cr Hitchen also lobbied Council for adult changing spaces in the Penrith and St Marys CBDs.

Working with the community of Kingswood, Cr Hitchen helped establish the food and book pantries in Wainwright Park, Kingswood. Cr Hitchen is also a strong supporter of Council's Village Café program.

North Ward Councillors

Councillor Ross Fowler OAM

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 2018-2020. 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 represents Council on CivicRisk Mutual Ltd, (formerly Westpool) – the local government insurance and risk management mutual – since 1991 and Chairman of the Board of Directors.

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 a 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 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.

Councillor Marcus Cornish

Cr Marcus Cornish represents Council on various committees including Floodplain Management Australia, as Deputy Chair of 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 Cramer OAM

Cr Kevin Cramer 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 is also a Justice of the Peace.



He has lived in the local area since he was six years old and is actively involved in many local committees and groups, including Chairperson for Council's Flood Committee since its inception. Cr Cramer is a life member and former Deputy Captain of the Llandilo brigade of the Rural Fire Service, life member of Llandilo P&C, member of the Nepean District Historical Society and was President of Cranbrook High P&C for six years.

Cr Cramer 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 Cramer is committed to representing the interests of the residents of Penrith.

Councillor John Thain

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 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 2016-18, 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 works in the Allied Health, Disability Sector.

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

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

Cr Robin Cook was elected to Penrith Council at a by-election in May 2018. Cr Cook has lived in the Penrith area for 39 years and her family's association with Penrith spans many generations. Her great uncle was elected to Penrith Council in 1936.



As a former registered nurse and carer for a parent with disabilities, Cr Cook has a keen interest in the health and wellbeing of the community. She is a Council representative on the Access Committee and is passionate about ensuring Penrith is an accessible and equitable community.

As a member of Council's Resilience Committee, Cr Cook is a committed advocate for sustainability and has a keen interest in maintaining the balance between development and the protection of our environment, particularly the Nepean River. She is also a member of the Local Traffic Committee, the Multicultural Working Party and is on the board of the Nepean Community College representing the Member for Londonderry.

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 Todd Carney

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

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

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

Cr Bratusa 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.

Cr Bratusa 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

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. Previously, Cr Davies was Chair of the Penrith Valley Community Safety Partnership and was on the Board of the Whitewater Stadium and Ripples Aquatic Centre. 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

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 has provided 25 years of continual service to the community, including a term as Mayor in 2008-09 and Deputy Mayor in 2010-11 and 2013-14. He has lived in the local area for 50 years and is a patron of many sporting and other organisations.

He is also a successful businessman, operating his own group of companies named the Jim Aitken Group, which includes 8 real estate offices and 3 restaurants, employing over 100 people. He has previously represented Council on a range of boards and committees including Western Sydney Regional Organisation of Councils (WSROC) and Penrith Whitewater Stadium. He is a Director on the boards of Penrith Valley Economic Development Corporation. He is also a member of Council's Senior Staff Recruitment committee and 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

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

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 Tanya Davies MP, Member for Mulgoa. In his spare time, he enjoys photography and playing the guitar.

Councillor Kath Presdee

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 ensure Penrith is a strong and resilient city; in particular by attracting and retaining smart and sustainable jobs and supporting our community.

We acknowledge the contribution of Councillor Ben Price and Councillor Josh Hoole who resigned from Council in February 2018 citing personal and family reasons.



OUR COUNCILLORS' PRIORITIES

As part of preparing 2017-22 Delivery Program, Councillors identified four focus areas and three priority projects for delivery or substantial progress during their term. The following provides a summary of the progress made in each of these areas and projects.

FOCUS AREA 1: Footpaths

Creating a safe and extensive pathway network has been a central concern of Council over the past term, encouraging alternative modes of transport and an active lifestyle in safety while making Penrith a greener place. A revised path paving program was developed to deliver all high priority works within this Council term. During the past five years, just over 24kms of foot and shared pathways were constructed across the LGA. In addition to this, almost 25,000m² of footpaths were reinstated or reconstructed.



FOCUS AREA 2: Infrastructure Hot Spots



A number of projects were undertaken to improve areas within our City that have been experiencing high levels of development. These included upgrades to parks, shops, footpaths and play equipment in Oxley Park, St Clair, North St Marys, Cambridge Park, Kingswood and St Marys.

The Local Strategic Planning Statement (LSPS) was finalised in March 2020. The LSPS will inform the planning and delivery of future capital projects and upgrade programs, helping to ensure that infrastructure keeps pace with development. A review of Council's Contributions Framework was completed. The review has identified projects to be delivered over the next 2-3 years that will improve mechanisms for collection and spending of development contributions.

FOCUS AREA 3: Development Applications

Processing times for development applications, particularly smaller-scale applications such as dwellings, alterations and additions, have been a major focus of this Council term. A review was conducted to identify bottlenecks and delays in the application process, and recommendations from this review have been progressively implemented. Overall, just over 6,000 development applications were lodged and just over 5,800 determined, with average processing times for dwellings, alterations and additions falling from 72 days to just over 50 days.



FOCUS AREA 4: Communication With Our Community



A review was conducted into how residents and the community would like to connect with Council. This highlighted the increasing importance of digital channels and social media in conjunction with traditional communication methods. As a result, we have made changes to the way we use and connect with residents and the community by bolstering our social media and website platforms.

We aim to ensure that all community members are informed about Council's activities and programs. We also want to ensure that people are provided with the easiest and most efficient ways to have their say on the big issues, including development, parking and traffic. Spearheading the conversation is a new-look community newsletter Our Place, which has been developed and distributed to all households within the LGA commencing in March 2020, with a new issue going out every quarter.

PROJECT 1: Car Parking in the City Centre

A key concern for Council is the provision of adequate access, transport and car parking, and the effect this will have on the future character of the Penrith City Centre. As part of the 2011 Penrith City Centre Car Parking Strategy, Council is building infrastructure to meet the needs of all City Centre car park users.

In the past term, Council has delivered 360 new spaces in the City Centre between North Street and Woodriff Street. Plans have been completed and submitted for a multi-decked car parks at Soper Place. More details on the Soper Place revitalisation and development can be found in Outcome 3 section of this report.

The Penrith Parking App was developed and is has been rolled out, with the status of over 1,000 parking spaces within the Penrith CBD accessible via real-time information.

Council has installed over 1,500 parking sensors across six Council car parks as part of an Integrated Parking Management solution for the Penrith CBD.



PROJECT 2: Regatta Park

The Nepean River is central to Penrith's lifestyle and identity. Our community is passionate about protecting and celebrating this spectacular natural feature. Working with our community, Council adopted the Our River Masterplan in 2013 to ensure we make the most of one of our City's most prized assets. The Masterplan outlines a bold vision for the Regatta Park precinct including an exciting new playground, a water's edge amphitheatre, terracing, cafes, restaurants, public art, new paths and recreational facilities; these will complement and enhance existing community uses and events, the nearby gallery and open spaces. With a new pedestrian bridge connecting Regatta Park and the River with the City Centre, we have the opportunity to make our River a jewel in the City's crown. This investment will attract residents and visitors alike,

for formal and informal recreation, events and festivals, and in doing so showcase the authentic character of our River City.

During the Council term, \$45m of work has been delivered, committed to, or is underway to implement the Our River Masterplan across both sides of the Nepean River. The initial focus for delivery of Regatta Park has been on the realignment of River Road, including design and liaison with landowners. Engagement on the design of the playground in Regatta Park occurred in early 2020. The fishing deck was delivered in 2016. Detailed design, site readiness works and construction of the playground will soon begin, with the playground expected to open in 2022.



PROJECT 3: City Park

Council is committed to delivering a vibrant, contemporary and green open space in the heart of Penrith's City Centre. 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. Surrounded by a mix of housing and specialist retail, City Park will allow for the redevelopment of private land and provide cultural and civic opportunities for residents, workers and visitors.

Pursuant to the scheduled goals for construction – commencing in late 2021 and project completion by early 2023 – Council achieved the following:

- Completed property acquisition for Council's ownership of the City Park parcel
- Community consultation with residents and local businesses
- The City Park Planning Proposal was finalised
- Engaged with the community and stakeholders on potential designs
- Prepared the business case
- The City Park Strategy and the City Park Activation Report have both been completed and a cost-benefit analysis and concept designs based on different scenarios have also been finalised
- The City Park Activation Report has been completed. It outlines the park's likely evolution in response to the changes in its surrounds, revisits the current context and connections, and highlights the importance of an early activation plan
- Completed the concept design for the park





Council's 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 restrictions on large gatherings and temporary closure of pubs, restaurants, gyms and other places people were likely to gather. Schools transitioned to online learning wherever possible and working from home became the 'new normal' for many people right across the country. Local government elections planned for September 2020 were rescheduled for September 2021, then rescheduled again for December 2021. The arrival of the Delta variant in June 2021 saw large parts of Sydney, including 12 Penrith suburbs, subject to strict lockdown measures including travel only for essential purposes, curfews and wearing masks in most situations outside the home.

Thanks to Council's innovative and future-proof ICT Strategy, when COVID-19 first hit we were able to follow health warnings and quickly move our indoor workforce to remote working. A focus on cloudbased 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. We had started the gradual process of creating a hybrid work arrangement when new Public Health Orders responding to the highly contagious Delta variant sent all staff that could work from home back to remote working. These restrictions started to ease in late October as vaccination rates hit national targets.

Our outdoor workforce responded to the first wave of the pandemic by operating week on/week off during April 2020, followed by a 4-day 36-hour week from May. These changes allowed us to meet social distancing requirements, comply with health advice and provide greater flexibility for staff who could not 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. These measures continued through the second wave in 2021 and demonstrated that thinking differently about how we work can create benefits across the whole organisation.

Council's Children's Services remained open throughout the pandemic, providing care for children of frontline and essential services workers, and all

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. This was appreciated by residents, particularly those who were housebound or had limited opportunities to connect with people.

In May 2020, 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, brought 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 2020, and met monthly until June 2021, working together on programs and initiatives to boost the local economy, build capacity in the community sector and foster connections within our City.

We undertook a Resilience Survey in May 2020 to understand how we could best support staff working

in altered conditions. 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 demonstrate that we can deliver high quality services through non-traditional work environments. To build on this, Council developed a set of Finding Balance Guiding Principles to maintain the positives that have arisen from COVID-19 and build flexibility into our ongoing work practices wherever possible.

HAMPER HUB

Council partnered with Food Bank, WestCare, Community Junction and volunteers from Turbans 4 Australia to coordinate the contactless Hamper Hub at North St Marys. The hampers provided food parcels to families in need and was staffed by employees of our Ripples Pools whose work was impacted by the pool closures created by the Public Health Order. In total 221 hampers were handed out during September and October 2021.



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 for 2020 was 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 during April and May 2020.

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.



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.

Early in 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. The program also enabled shout outs for mental health support services, as well as encouragements to shop local and support local businesses offering takeaway and providing broader benefits.

After 12 weeks and nearly 50,000 views, the series wrapped up at the end of June 2020, only to be reintroduced in August 2021 in response to the second wave of the pandemic. Participating artists were grateful for the opportunity to get a paid gig during lockdown, as well as the opportunity to reach new audiences, with artists increasing their social media followings and finding fans who they wouldn't normally reach.



COMMUNITY OUTCOMES PERFORMANCE REPORT

The Community Outcomes Performance Report provides a summary of highlights for the five year reporting period by Outcome.



OUTCOME 1

We Can Work Close to Home

Helping our community find a local job that suits them.

Strategies

- 1.1 ATTRACT INVESTMENT TO GROW THE ECONOMY AND INCREASE THE RANGE OF BUSINESSES OPERATING IN THE REGION
- 1.2 PROVIDE ACCESS TO LIFELONG LEARNING TO MAXIMISE OPPORTUNITIES FOR OUR COMMUNITY

Highlights Over the Last Five Years

- We finalised the Penrith Disability Inclusion Action Plan 2017-21, and it was adopted as part of Council's original 2017-21 Delivery Program. This Action Plan was prepared in consultation with people with disability and sets priority actions in four key focus areas: liveable communities, attitudes and behaviours, systems and processes and employment to make Penrith more accessible and inclusive for everyone, including people with disability.
- We launched and have put into action our award-winning Night Time Economy Strategy, which received positive feedback from a range of local businesses.
- A Health Action Plan was signed between Council, Nepean Blue Mountains Local Health District and the Nepean Blue Mountains Primary Health Network, providing a formal commitment between all three levels of government to strengthen the work already being done together on health promotion and the prevention and management of health challenges in the City.
- We won the prestigious Greater Sydney Commission award in the Planning for Jobs and Skills Category for The Quarter – Penrith's Health and Education Precinct.
- We launched the Penrith New West – The Edge of Tomorrow, our brand to promote the City, attract investment and create valuable and sustainable jobs.

Penrith City Library celebrated 70 years of service on 22 April 2018.

Penrith Municipal Library was officially opened on 22 April 1948 in the front room of the School of Arts Building in Castlereagh Street, Penrith. When opened, the Library had one full time staff member and a collection of 1,500 items. There were just over 18,000 loans processed in the first year of operation.

Penrith City Library now has over 40 full time equivalent staff members and three branches at Penrith, St Marys and St Clair. The total collection has over 200,000 items and the library also has a significant online presence with members able to access and borrow electronic resources such as eBooks, audio books and eMagazines via the Library catalogue 24/7 from any location.

Today, like most things, libraries are a very different place. There are still books, but there is also free Wi-Fi, computers, DVDs and even children's toys. You can surf the internet, study, meet friends and new people, enjoy story time with your kids, join an art class, or hear an author talk.

- We finalised a Marketing Plan for The Quarter, Penrith's Health and Education Precinct. The plan positions The Quarter as an international destination for research, innovation and healthcare, with the aim of stimulating investment and supporting 6,000 additional jobs in 10 years.
- We finalised the designs for City Park and Regatta Park.
- We successfully secured \$15m of federal funding from the Western Sydney City Deal Liveability Fund, in order to realise our community's vision for Regatta Park. The \$24m redevelopment will include a playground, an amphitheatre at the water's edge, terracing, cafes, restaurants, public art, new paths and recreational facilities. These upgrades will complement and enhance existing community uses, the nearby gallery and open spaces.
- Our Radio Frequency Identification (RFID) system and the newly refurbished study and research rooms at Penrith City Library were officially launched by the former Mayor, Cr Ross Fowler OAM. The new RFID system makes borrowing and returning books quicker and easier than ever before. The refurbishment also added additional study desks, two new study rooms, expanded our 'quiet zone' study area and introduced a new-and-improved local history Research Room.
- We sponsored the inaugural Western Sydney Business Chamber Fresh Conference, highlighting opportunities around agriculture and logistics in the Aerotropolis to around 400 attendees.
- We finalised a Major Events Strategy for Penrith City that will provide guidance on which events provide the most benefits to Penrith, how to attract these events and how the events partnership budget can be utilised to maximise return on investment.
- We established the Social and Economic Recovery Taskforce to support the community and business through COVID-19.
- We continued to collaborate with industry, education and government stakeholders to deliver projects like the Generation STEM Community Partnership Program in local high schools to build community capacity and skills for jobs of the future.



CITY DEAL

In March 2018, Council joined the State and Federal Governments, alongside seven other local councils, to sign the Western Sydney City Deal – a landmark agreement between three levels of government to deliver smart and responsible growth in Western Sydney. Penrith's regional leadership was evident in the integral role we played in the development of the deal, with our Mayor and senior staff taking on instrumental roles in negotiations. The City Deal includes significant funding for local infrastructure, as well as a commitment to fund Stage One of the North South Rail Link, which will connect Penrith residents to opportunities in employment, housing, health, education and recreation while significantly reducing commuting times and traffic congestion. The Deal unlocks exciting opportunities for our City. It's about planning first and building second, providing a bold new approach for how our region is designed and delivered in the coming years. It aligns all three levels of government around regional and major infrastructure projects to transform the lives of people living in our City. Cooperation between eight local government areas ensures the power of these projects is realised, as roads, rail and major transformation don't always stop and start at the boundaries of our Cities. These region-shaping initiatives, like the transformative North South Rail Link and the new Western Sydney Airport, will deliver local jobs and accessible employment hubs; increased opportunities for education and training; greater focus on our region's environment and liveability; and the delivery of smart housing development to cater for our growing population. Council welcomed the Deal as it strengthens the delivery of our Community Plan with particular benefit for local jobs, better transport and access around the City, safe and vibrant centres and neighbourhoods and a healthy environment.

‘THROUGH CHILDREN’S EYES’ PHOTOGRAPHY PROGRAM PENRITH CITY COUNCIL

The Through Children’s Eyes photography program enabled children in the 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 to 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, plus inspired some 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’.

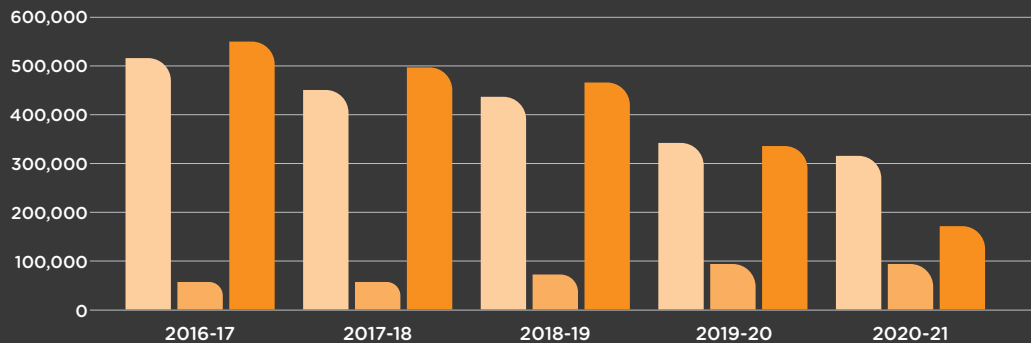


Over the last five years, all Council’s Children’s Services Centres have met or exceeded the National Quality Standards.

Our Libraries have run over **1,300 educational programs** with an average attendance of **34 people** per session over the five years

Our Libraries have lent out over **2,000,000 books** and almost **360,000 electronic resources** over the five year period

LIBRARY INTERACTIONS



Books Borrowed	514,053	456,291	436,471	334,525	316,694
Electronic Borrowings	48,534	51,536	72,947	93,741	92,818
Visitors	545,036	496,439	463,759	327,297	176,035

OUTCOME 2

We Plan for Future Growth

Making sure that services and infrastructure keep up as Penrith grows.



Strategies

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

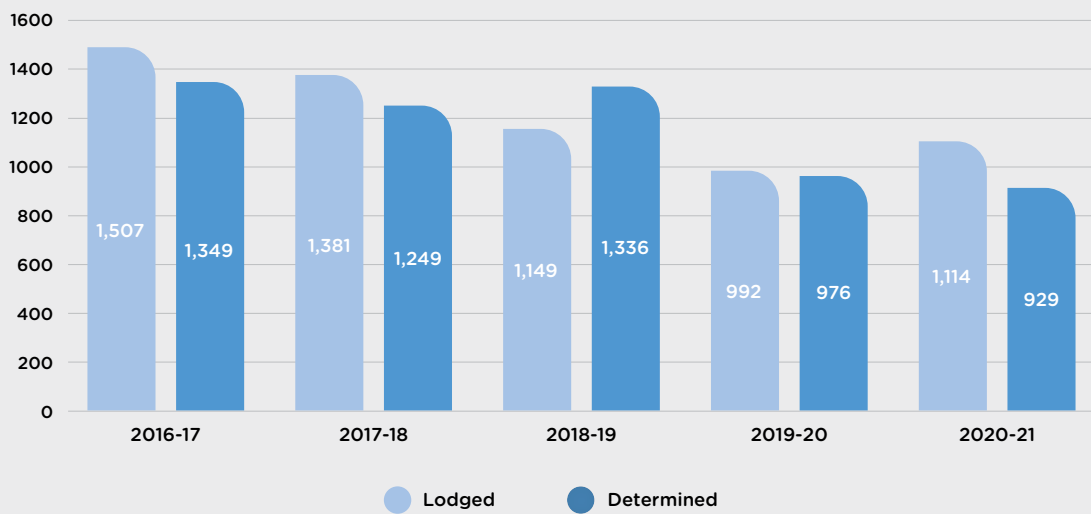
2.2 PROTECT THE CITY'S NATURAL AREAS, HERITAGE AND CHARACTER

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

Highlights Over the Last Five Years

- We prepared and finalised a Local Strategic Planning Statement (LSPS). The LSPS sets out the vision and priorities for land use in our City, and describes how growth and change will be managed in the future to ensure that the character and identity of our local area is maintained. It also explains how the NSW Government's strategic actions will be implemented and proposes actions to address the challenges we will face over the next 20 years. As part of this work several background studies were completed, including the Local Housing Strategy, Rural Lands and Villages Study and Strategy, Scenic and Cultural Landscape Study and St Marys Economic Development Strategy.
- We established a Sydney Science Park project steering group to guide future development applications and infrastructure delivery within the precinct.
- We moved to an online system to streamline the processes of obtaining and paying for the documents needed when buying or selling property.
- We established a dedicated customer service counter for development application (DA) lodgement, while continuing to focus on clarifying requirements, obtaining good quality submissions and reducing the need to request further information.
- We progressed a number of changes to our planning instruments, responding to requests and opportunities for quality developments that strike the right balance between local jobs, housing options, green spaces, services and infrastructure.
- We completed a review of our Development Contributions Plan, with implementation of the recommendations continuing.
- We ensured that Council responded to and made submissions around NSW Government planning proposals when relevant.
- We adopted our new Advocacy Strategy and established an Advocacy Working Group to progress joint advocacy development and act as an information exchange. Key objectives include building the advocacy capacity of our organisation and community, building on and strengthening our relevant partnerships, and monitoring and responding to emerging issues.
- We secured over \$11b in funding for projects and other initiatives that will benefit our City, including the Federal and State Governments funding the North South Rail Link.
- Our advocacy for local roads has successfully secured State Government funding – \$260m for Mulgoa Road and \$220m for Mamre Road. In addition, the Federal Government committed \$127m for Dunheved Road.
- We completed a joint research project with Blacktown City Council on Castlereagh Connection and staging benefits.
- We have commenced a comprehensive review of the DCP. This work will be completed in three stages, with stage 1 completed and stage 2 currently in progress.
- Council endorsed the Interim East West Corridor Strategy. This strategy will inform the development of more localised place plans with the city

DEVELOPMENT APPLICATIONS



OUTCOME 3

We Can Get Around the City

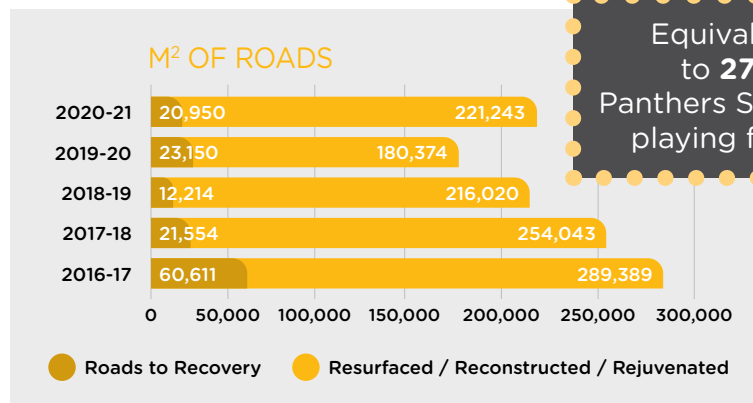
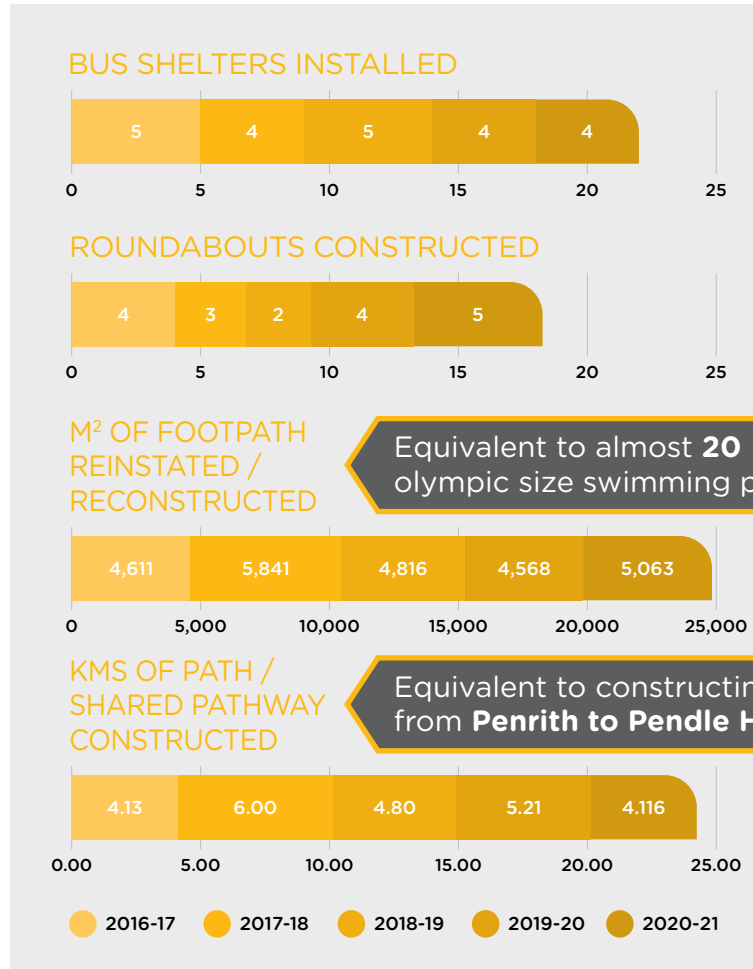
Making sure we can get from place to place safely and easily, whether we drive, walk, cycle, or ride the train or bus.

Strategies

- 3.1** WORK WITH PARTNERS TO IMPROVE PUBLIC TRANSPORT
- 3.2** PROVIDE A SAFE AND EFFICIENT ROAD AND PATHWAY NETWORK
- 3.3** PROVIDE PARKING TO MEET THE NEEDS OF THE CITY
- 3.4** IMPROVE PASSENGER AND FREIGHT TRANSPORT CONNECTIONS IN THE REGION

Highlights Over the Last Five Years

- We constructed the North Street car park and access ramp to improve parking availability in the city centre.
- We ran a series of safety campaigns targeting speeding and drink driving, and focused on pedestrian safety, child car seat check days and learner driver safety workshops.
- We have installed over 1,500 parking sensors across six Council car parks as part of an Integrated Parking Management solution for the Penrith CBD.
- The Penrith Parking app has been rolled out, with the status of over 1,000 parking spaces within the Penrith CBD accessible via real-time information.





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 car park is a key piece of infrastructure that will also unlock future Council projects.

Council will transform the current car park in Soper Place to create an innovative development with 600 additional decked car parking spaces, new mixed-use commercial premises and green space for the community to enjoy, which will also help to combat urban heat in Penrith.

The Soper Place revitalisation is a dynamic City-shaping project that will help to renew our City and bring major benefits to 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.



OUTCOME 4

We Have Safe, Vibrant Places

Making sure our public spaces are safe, pleasant places to be.



Strategies

4.1 MAKE OUR PUBLIC PLACES SAFE AND ATTRACTIVE

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

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

Highlights Over the Last Five Years

- Council has continued to work with the community and has upgraded and installed a substantial amount of recreation facilities over the past five years. These works help to provide our community with better facilities and more options for being active and connecting with their neighbours. These works include:
 - Playgrounds – including an all abilities playground at Jordan Springs, a water play area in Phoenix Reserve (Erskine Park), Lyons Park (Emu Plains), Smith Park (Castlereagh), Pamela Parade (Leonay), William Street (Cambridge Park), Burnett St (Penrith), Skylark Reserve (Erskine Park), Kanangra Reserve (Kingswood), Chapman Gardens (Kingswood), Sienna Gardens (Claremont Meadows), Regatta Park (Emu Plains, fishing deck), Brian King Reserve (Oxley Park) following extensive involvements from Oxley Park Public School, Lincoln Park (Cambridge Park) which was designed by Cambridge Park Public School Students as part of the Mayoral Challenge, and Cook Park (St Marys), designed by students from St Marys Public School as part of the annual Mayoral Challenge.
 - Amenities and lighting – Dukes Oval (Emu Plains) amenities, Smith Park (Castlereagh) amenities, Hickeys Lane (Penrith) amenities and canteen, East Lane (St Marys) modified to include adult change facilities, Leonay Oval (Leonay) tiered seating was installed, Jamison Park off-leash dog area (Jamisontown) had new seating and shelters installed, the Kingsway Rugby League fields (St Marys) had lighting upgraded, Cook Park (St Marys) also had lighting upgraded, Doug Rennie (Kingswood) lighting was upgraded, Gow Park (Mulgoa) lighting, Chameleon Drive (Erskine Park) netball courts resurfacing, Sherringham Reserve (Cranebrook) multi-sports court installation, Monfarville Reserve (St Marys) batting cage light installation, Samuel Marsden (Orchard Hills) baseball fencing upgrades, road riding facility, canteens and outdoor riding arena, and St Marys Old Council Chambers (St Marys) had an accessible ramp and toilet installed.
- Completed a \$2.2m refurbishment of the St Clair Leisure Centre.
- Council's Neighbourhood Renewal Program continued to successfully engage with residents across a range of older established communities of North St Marys, Colyton and Cranebrook. North St Marys Matters (#NSMM) has experienced a steady growth of residents and a core group of regular participants committed to the group. Team Colyton, with a similar focus on their local community, were successful in their application for funds for outdoor exercise equipment in Kevin Maley Park, Colyton. In January, #NorthStMarysMatters and Team Colyton were recognised by Council with an Australia Day Award for their contribution to the City.
- Council worked with the Cranebrook community to deliver the Cranebrook Access Project. This was a significant achievement, with Council working collaboratively with residents to improve access and

pedestrian safety in Cranebrook. The project, inspired by the advocacy of local residents living with mobility restrictions, made improvements to footpaths and pram ramps as well as providing accessible bus shelters and a number of traffic calming and pedestrian safety devices.

- The Cranebrook Wetlands and Cumberland Plains project was completed, including a viewing platform and a bird hide. Regular inspections are being carried out by an ecologist to monitor weeds and the progress of new plants.
- We completed several major streetscape projects during the term, including:
 - Triangle Park
 - High Street (Penrith) works, from Woodriff to Riley Street including Lineal Plazas
 - Queen Street (St Marys) works, including Special Places along the length of the street, the railway station turning bay area, and the installation of new CCTV cameras
- Council also took a placed-based approach to community safety, with events targeting community connection and cohesion. Examples include the highly successful Neighbour Day event held in Oxley Park, and the Capture Kingswood event. A number of projects were also completed under the community safety plan. These include:
 - The Peppertree Reserve Youth Engagement Project – resulting in several positive social and crime-prevention outcomes in Erskine Park
 - Operation Bounce Back – raising awareness around vehicle security and theft prevention
 - The Warner Graffiti Education Program – educating local primary and secondary schools
- We also delivered a six-week program of Community Action Training to a diverse group of 18 Kingswood residents, to equip them with the skills to make a difference in their community, covering community leadership, advocacy, community engagement, event planning, effective communication and collaboration.
- We have and continue to successfully deliver targeted activation programs focussing on live music, food and cultural themes in our City Centres.



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 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.



GROWING OUR NIGHT TIME ECONOMY

Triangle Park sits at the western end of High Street at the intersection of Henry Street. It offers uninterrupted views to the Blue Mountains in the west and up High Street to the east. The space includes a multipurpose stage with ramp access, a splash pad, covered seating, and provides a peaceful and reflective space in the heart of Penrith.

Council's investment in an upgraded streetscape and improved infrastructure has enriched the look and character of the area. It's simply a nicer place to be. Council's City Centre activation program was launched in June 2018, with a focus on the newly completed Triangle Park. Activities were delivered day and night, targeted diverse audiences and included Lunchtime Tunes, a twilight music program on Friday nights called Alive After 5, Summer Tunes on Thursday nights and school holiday activities. Foot traffic increases by a third when the events are run.

This activation program has been delivered in partnership with local businesses, who have been quick to see the potential of the upgrades and the additional people coming into Triangle Park to enjoy the alfresco entertainment and dining. Council will continue to support and grow the night time economy in Penrith.

ALIVE AFTER 5

In late 2018, a series of six Friday evening events transformed Triangle Park to a buzzy alfresco live music venue. Local residents and workers embraced the post-work twilight hours and enjoyed an outdoor bar, funky furniture, festoon lighting and live music from local talent. The event was enhanced by a fully restored French Citroen H food truck serving locally roasted coffee and desserts.

Council partnered with businesses close by – High Street Social, Cooks Castle and Siam Thai – to licence the outdoor area, promote the events and encourage the after-work audience to stay, play and enjoy the City Centre after dark. The events led to a 50% increase in takings for our partner businesses.



OUTCOME 5

We Care for Our Environment

Protecting our air and water quality, and our natural areas.



Strategies

5.1 PROTECT THE ENVIRONMENT OF OUR CITY

5.2 SUPPORT OUR COMMUNITY TO USE RESOURCES WISELY

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

Highlights Over the Last Five Years

- Council ran several community initiatives to help care for our environment. These included:
 - Electronic waste drop-off events where e-waste was collected for recycling into new products
 - Chemical clean-out events where residents can dispose of chemicals that they can't put into the household bins
 - Solar and energy information evenings
- Council won several awards in relation to environmental management. These included:
 - Keep Australia Beautiful NSW – Coastal and Waterways Protection Awards for the Cranebrook Wetland & Bushland Restoration Project
 - Awarded the second milestone badge under the Global Covenant of Mayors for Climate and Energy Program for completion of an independently verified, City-wide emissions inventory and climate hazard assessment
 - Recognised at the Local Government NSW Excellence in the Environment Awards, where the Jordan Springs Community Hub won the Sustainable Infrastructure category; the Climate Adapted People Shelter in Kingswood was also named Highly Commended in the Climate Change Action category
 - Received a Highly Commended award at the Local Government Environment Awards in the Asbestos category
- Council signed the new 10-year waste collection contract with Suez after a competitive tender process, with the new contract coming into effect on 1 July 2019
- Council continued to contribute to more shade by rolling out a tree planting program across the City
- Council continued to provide flood advice to residents, developers, consultants and insurance companies. We continue to update our information through the preparation of flood studies and risk management plans
- Flood studies are now prepared for the majority of the LGA
- The street lighting upgrade project, to upgrade to more energy efficient globes, was completed
- Council carried out ongoing recreational water monitoring at four key sites along the Nepean River. Sampling sites are Tench Reserve, Jamisontown, Regatta Park, Emu Plains, the Rowing Club (Nepean River Weir) and Devlin Road, Castlereagh
- Council continued to maintain Gross Pollutant Traps (GPT) across the city.

ELECTRIC VEHICLE PILOT

Council was proud to launch our first electric vehicle in conjunction with Earth Hour in 2019. The vehicle, a Renault Kangoo ZE, is 100% electric and recharged using certified Greenpower – which means it creates no emissions during use and charging.

Penrith was one of the first Sydney councils to trial a 100% electric vehicle as part of our fleet. We installed a charging station in the basement car park of our Civic Centre; the charging point features a smart meter which allows us to accurately track the running costs and mileage of the vehicle. Greenpower is sourced from renewable sources such as wind and solar.

Importantly, the electric vehicle is allowing us to test real world running costs and practicalities. Our financial modelling and data collected since the car's launch show that even with a higher purchase cost, the electric vehicle will save us money over its lifetime thanks to reduced running and servicing costs.

Feedback from staff has been very positive and the car is proving to be a practical inclusion in our fleet. The vehicle is also helping us engage with local residents about electric vehicles and renewable energy. Dedicated electric vehicles are still quite new, so at Council we see ourselves as playing a key role in helping local residents learn more about them.

The Kangoo has attended a number of local community events, where staff have been on hand to answer questions about electric vehicles and renewable energy. We'll continue to use the vehicle to engage residents and promote discussion.

The Kangoo reached its second anniversary in March 2021, travelling 29,185km. In this time, it has been recharged on 100% green power at a total recharging cost of \$592, saving 79.4 tCO₂e.

RESILIENT PENRITH ACTION PLAN

The Resilient Action Plan 2021-2030 was developed in alignment with the Resilient Sydney Strategy 2018 and its five directions. The Plan was adopted by Council in June 2021 and will now be embedded into Council's new suite of Integrated Planning and Reporting documents.

The Resilient Penrith Action Plan has prioritised short, medium and longer-term actions to build awareness and preparedness, and enhance the capability of Council and the community to become more resilient to risks, shocks and stresses. It also aims to enhance our capacity to work collaboratively in becoming a more sustainable, liveable and resilient City and community.

Council has developed the Resilient Penrith Action Plan in collaboration with stakeholders and the community to:

- Identify and understand the shocks and stresses for the Penrith Local Government Area
- Identify risks and vulnerabilities for Council and the community
- Build knowledge and capacity for resilience
- Ensure we are addressing present and future challenges, identifying opportunities and undertaking action to enhance the resilience of Penrith





COOLING THE CITY MASTERCLASS

Since adopting the 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; organised tree and plant giveaways; and supported facilities such as 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 challenges 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, with participants enjoying relevant content, engaging speakers, and a positive rapport with like-minded attendees, highlighting the 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".



OUTCOME 6

We Are Healthy and Share Strong Community Spirit

Supporting the physical and mental health of our community.



Strategies

6.1 PROVIDE OPPORTUNITIES FOR OUR COMMUNITY TO BE HEALTHY AND ACTIVE

6.2 HELP BUILD RESILIENT, INCLUSIVE COMMUNITIES

6.3 ENHANCE THE CULTURAL VITALITY OF THE CITY

Highlights Over the Last Five Years

- Council launched the annual REAL festival. In just a short few years, 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. The 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 activate people of all ages to experience something different. Due to the impact of COVID-19 in 2020, the REAL Festival took on a different form called " ReAnimate" which included a collection of creative street art, animation and augmented reality experiences across the Penrith CBD. The September 2021 event did not take place.
- Council adopted the Sport and Recreation, Play and Open Space Strategy in April 2020, with 82 projects to be delivered to the value of \$125 million over the next five years
- Council have upgraded and constructed new facilities at public open space and reserves. These include:
 - New and upgraded sporting facilities at locations such as Mulgoa Rise, Glenmore Park, Ched Towns Reserve, Glenmore Park, Caddens Hill, Caddens, Myrtle Road Reserve, Claremont Meadows, Patterson Oval, Cambridge Park and Andromeda Oval, Cranebrook, and Cook Park, St Marys
 - New and upgraded buildings (including canteens, clubhouses and change rooms) at locations such as Mark Leece Oval and Eileen Cammack Reserve, Hickeys Lane Reserve, and Grey Gums reserve
- Upgraded floodlighting locations such as Parker Street Athletics Track, Shepherd Street Reserve, Peppertree Reserve, Ched Towns Reserve, Andromeda Drive Reserve and Myrtle Road Reserve
- New and upgraded playgrounds at locations including Timesweep Drive, St Clair; John Batman Avenue, Werrington County; Redstone Crescent, St Clair; Adams Crescent, and Paperbark Crescent, Colyton, Spica Reserve Playground
- Installation of three new netball courts, floodlights and 61 additional car parking spaces at Jamison Park Netball Complex
- Planting of shade trees at various existing sports fields
- Installed shade structures at various playgrounds
- Construction of a new enclosed off-leash dog area at Windmill Park, Glenmore Park and upgrading of the St Clair park
- Council continued to host, facilitate or support a broad range of community events including:
 - Reimagine Ageing Seniors Festival – encouraging Penrith's older residents to be active, connected, to stay healthy and be creative
 - White Ribbon Day River walk
 - Australia Day
 - NAIDOC week



KINGSWOOD BRIGHT NIGHTS

Bright Nights is a series of evening activations designed to promote community connection and safety in Kingswood. The idea was developed with residents in response to concerns raised about the perception of Kingswood after dark.

Many Kingswood residents commute daily and walk to the station, often arriving home after dark. The Kingswood Place Plan (2018-22) outlines a vision for Kingswood as a safe, vibrant and connected community. This vision was developed through extensive community engagement and resulted in a series of actions that Council is currently rolling out, including night time activation of public spaces and the installation of new pedestrian lighting.

Wainwright Park is the destination for the Bright Nights program. It is a well-loved public space set in a main pedestrian thoroughfare. Bright Nights amplifies positive narratives about Kingswood after dark and creates opportunities to build community connections and positive memories.

The series is proving very popular; 240 people who live, work or study in Kingswood attended the first event, highlighting the willingness of residents to connect. Wainwright Park was transformed with light, live music, a chai caravan and arts activities. Penrith Library created a pop-up which was a big hit. Around 40 people signed up as Library members on the night and the storytelling area, set up like a large lounge room, was very popular with children and their families.

Attendees shared overwhelmingly positive feedback about the event, describing it as a great opportunity to experience Kingswood as a safe and vibrant place at night, to meet neighbours and experience arts and culture close to home.

- Spicy Penrith – showcasing and celebrating the cultures of the Indian sub-continent
- Harmony Day
- Day of Peace
- National Youth Week
- Grandparents Day
- Then 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
- The new Library app launched in September 2020. It allows the Library Service to stay connected with the community and provide access to a wide variety of online resources
- Children’s Services secured funding over 2.5 years under the federal Indigenous Advancement Strategy, for cultural awareness training and development for staff and to improve early childhood access for Aboriginal and Torres Strait Islander families. Programs run under this Strategy have increased enrolments of children from an Aboriginal background
- Council’s Environmental Health team was awarded the prestigious Food Surveillance Champion Award from the NSW Food Authority



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 2020. Good Neighbour was also able to fund 250 everyday essentials packs for vulnerable residents through Nepean Food Services.

In May 2020, 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.

OUTCOME 7

We Have Confidence in Our Council

Putting our values into action:
We are accountable. We show respect. We encourage innovation.



Strategies

- 7.1** BE OPEN AND FAIR IN OUR DECISIONS AND OUR DEALINGS WITH PEOPLE
- 7.2** MANAGE OUR MONEY AND OUR ASSETS TO BE SUSTAINABLE NOW AND INTO THE FUTURE
- 7.3** DELIVER OUR SERVICES TO PROVIDE BEST VALUE FOR MONEY
- 7.4** KEEP OUR COMMUNITY INFORMED ABOUT WHAT COUNCIL IS DOING AND HOW THEY CAN HAVE A SAY IN DECISIONS THAT AFFECT THEM
- 7.5** INVEST IN OUR PEOPLE
- 7.6** INTEGRATE OUR PLANNING AND ACTIONS WITH OTHER GOVERNMENT AUTHORITIES AND THE COUNCILS IN THE WESTERN CITY DISTRICT

Highlights Over the Last Five Years

- Council continues to meet all governance and statutory requirements to ensure the organisation is run in an open, fair and transparent manner
- Council completed its journey to White Ribbon Australia Workplace Accreditation – marking us as an organisation that champions respect and gender equality, and whose policies and people respond to and prevent violence against women
- This accreditation sits alongside Council's own Towards Zero campaign, which clearly establishes that violence, bullying and harassment of any kind is unacceptable
- We have achieved a more holistic, integrated approach to managing risk, auditing and compliance within the organisation. This is thanks to the appointment of a Risk and Audit Coordinator, the adoption of a new Audit, Risk and Improvement Committee Charter, and the approval of a new four-year Strategic Internal Audit Plan by the Audit Committee
- We continue to investigate and resource best practice options to ensure health and safety of our staff and customers
- We successfully commenced a quarterly community newsletter called 'Our Place' that is posted to every household within the Penrith City Council area. The community has responded well to the format and editorial style content.
- We implemented webcasting technology to enable Council meetings to be webcast.
- 74% of our community are satisfied with the overall performance of Penrith City Council (2021 Customer Satisfaction Survey). This represents a 3% increase from the 2019 survey and an 11% increase from the 2017 survey.
- 76% of our community feel that Council delivers value for the rate dollar (2021 Customer Satisfaction Survey). This represents a 1% increase from the 2019 survey and a 16% increase from the 2017 survey.



OUR GENERAL MANAGER

Penrith City Council welcomed a new General Manager, Warwick Winn, in August 2018 following the retirement of Alan Stoneham.

Warwick came to Penrith after a long career in local government in the UK, New Zealand and Australia, including GM roles in NSW and Victoria.

Under his leadership Penrith City Council has embarked on a process of continuous improvement and Penrith City is attracting an increased level of interest and investment from both the government and private sectors. Warwick is focused on leveraging this investment to create a vibrant and connected city that will meet the needs and aspirations of its people, now and into the future.



This includes furthering long held plans to upgrade Regatta Park and other projects to improve amenity and accessibility to the Nepean River, creating a new City Park, revitalising our City Centre and creating opportunity for investors through the Soper Place and 131 Henry Street projects. These projects are delivering on Council's Cooling the City Strategy and are in line with the Local Strategic Planning Statement and Sport, Recreation and Open Space Strategy developed during his tenure.

Council's community newsletter has been reinvented under Warwick's hand as the quarterly publication, Our Place, to share projects and plans for the future as well as celebrate our unique history and lifestyle. At an organisational level, he is positioning Council as an employer of choice by implementing industry best policies around parental and study leave, developing a flexible work policy, securing White Ribbon accreditation, and communicating to staff through a weekly bulletin.

Before Warwick took the helm, Alan Stoneham had been in the role for 10 years and retired after 43 years with the organisation. His legacy includes playing an instrumental role in negotiating the landmark City Deal.



OUR CUSTOMER PROMISE

Council is committed to providing a high-quality customer experience to anyone who contacts us. In line with this customer-centric approach, in 2019 Council embarked on a journey to develop a contemporary Customer Charter. The project was led by Council's Innovative Performance and Customer Experience teams, and identified four key principles to underpin all interactions, known as the Customer Promise.

461 staff from across Council participated in focus groups, lunchtime sessions and/or took a survey to have their say on the most important elements of a positive customer experience. We also asked 222 external customers to tell us about their experience as a customer of Council and suggest improvements.

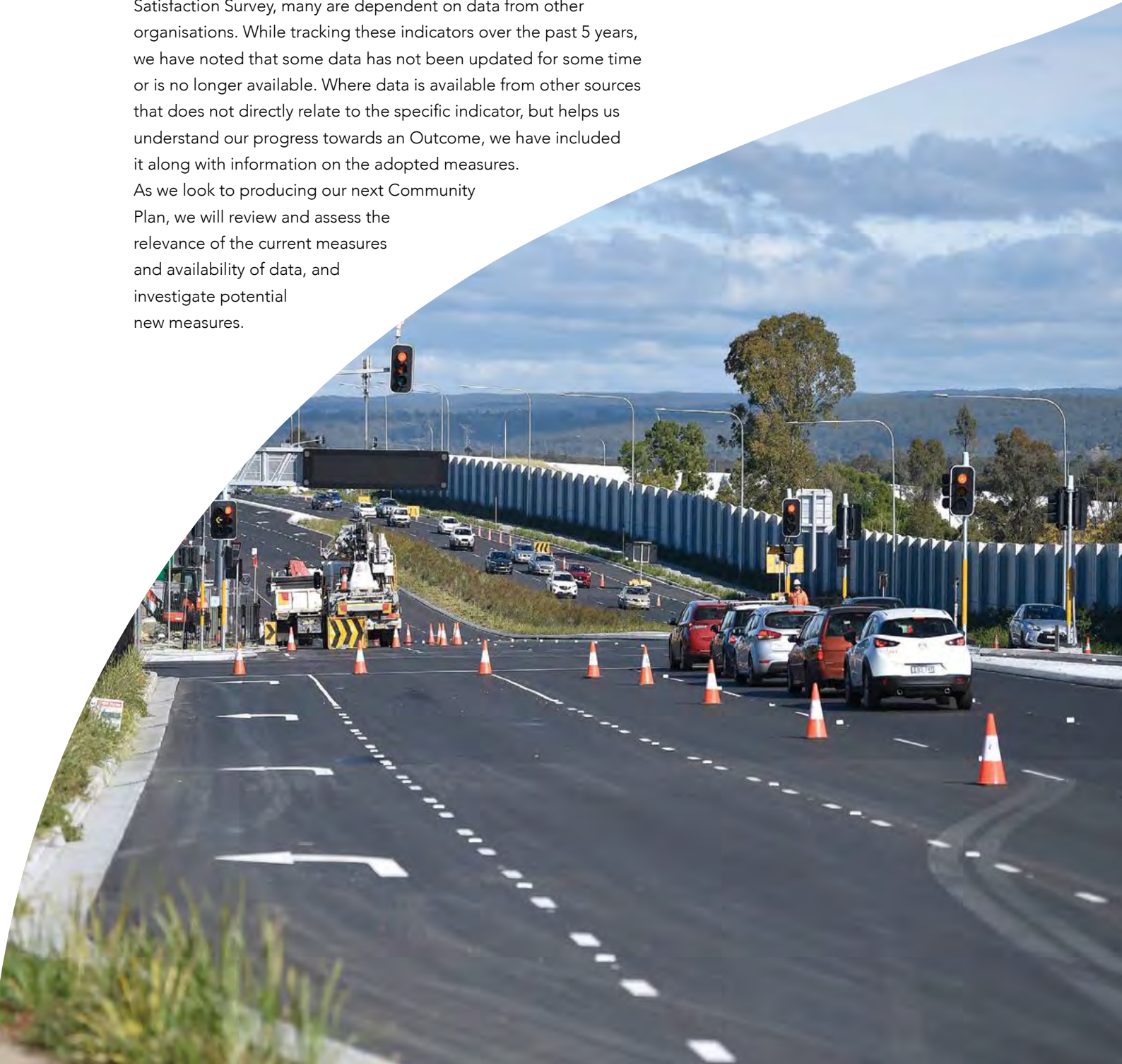
The results highlighted the importance of giving each customer enough time to clearly explain why they are contacting Council, the need to better document issues and changes along the journey, and the importance of celebrating success along the way to maintain momentum.

Our Customer Promise has become an overarching commitment to our customers and colleagues, fostering excellence and putting customers at the heart of everything we do. The Promise states that when our staff interact with customers and each other they should be proactive, keep it simple, build respectful relationships, and listen and respond. Over the next few years we will continue to track our progress towards delivering that Promise across all areas of Council operations.

STATISTICAL INFORMATION

The following section provides statistical information and data on the Community Indicators as identified in the 2017 Community Plan. Although some indicators are informed by the biannual Customer Satisfaction Survey, many are dependent on data from other organisations. While tracking these indicators over the past 5 years, we have noted that some data has not been updated for some time or is no longer available. Where data is available from other sources that does not directly relate to the specific indicator, but helps us understand our progress towards an Outcome, we have included it along with information on the adopted measures.

As we look to producing our next Community Plan, we will review and assess the relevance of the current measures and availability of data, and investigate potential new measures.



OUTCOME 1

We Can Work Close to Home

The following indicators provide further information on how we as a community are progressing towards the outcome of "WE CAN WORK CLOSE TO HOME".

% of employed people working close to home

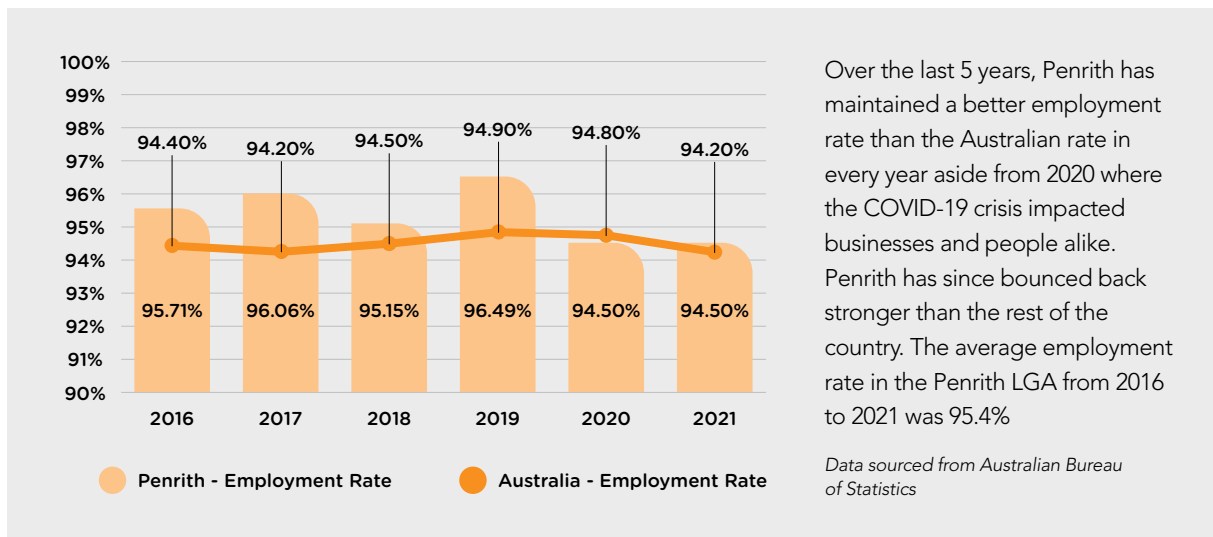
(working and living in the Penrith Local Government Area)

53.50%

Just over half of the working population of the Penrith LGA works within the city boundaries

Data sourced from 2016 census data (will be updated with 2021 census data when available)

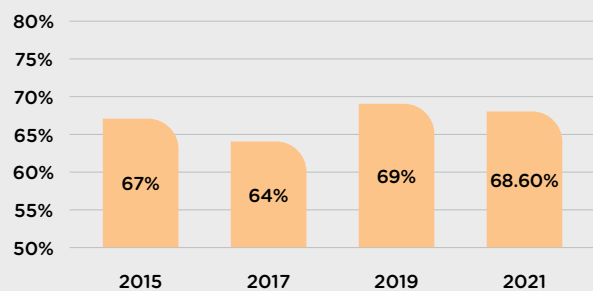
Employment Rate:



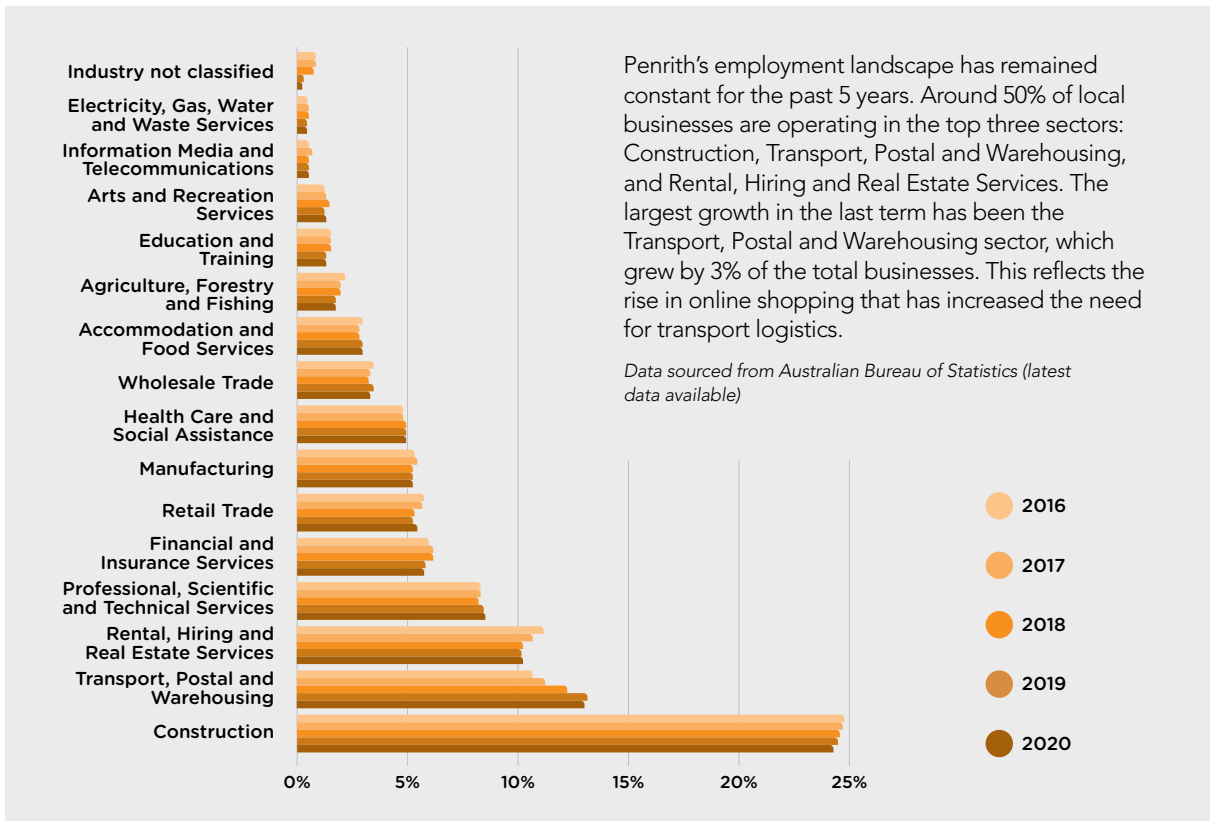
% of residents satisfied that Council is supporting and encouraging local industry and jobs:

During the term, the community become increasingly satisfied in Council's support and encouragement in local industry. Growing by around 5% to almost 70% due to multiple Council programs, including becoming part of the City Deal partnership.

Data sourced from Council's Customer Satisfaction Survey carried out every 2 years



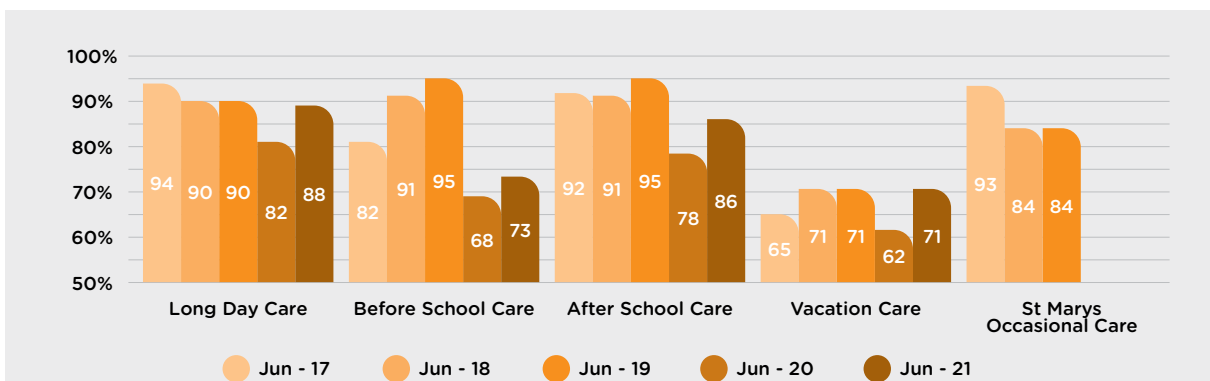
% of local businesses in different sectors operating within our City (2020):



% of caregivers who report they are able to participate in work and study due to the availability of child care:

This data is no longer available

Occupancy Rate of our Children's Centres:



Additional measure not included in 2017 Community Plan. Data sourced from Council data.

Note: St Marys Occasional Care ceased to operate 20 December 2018

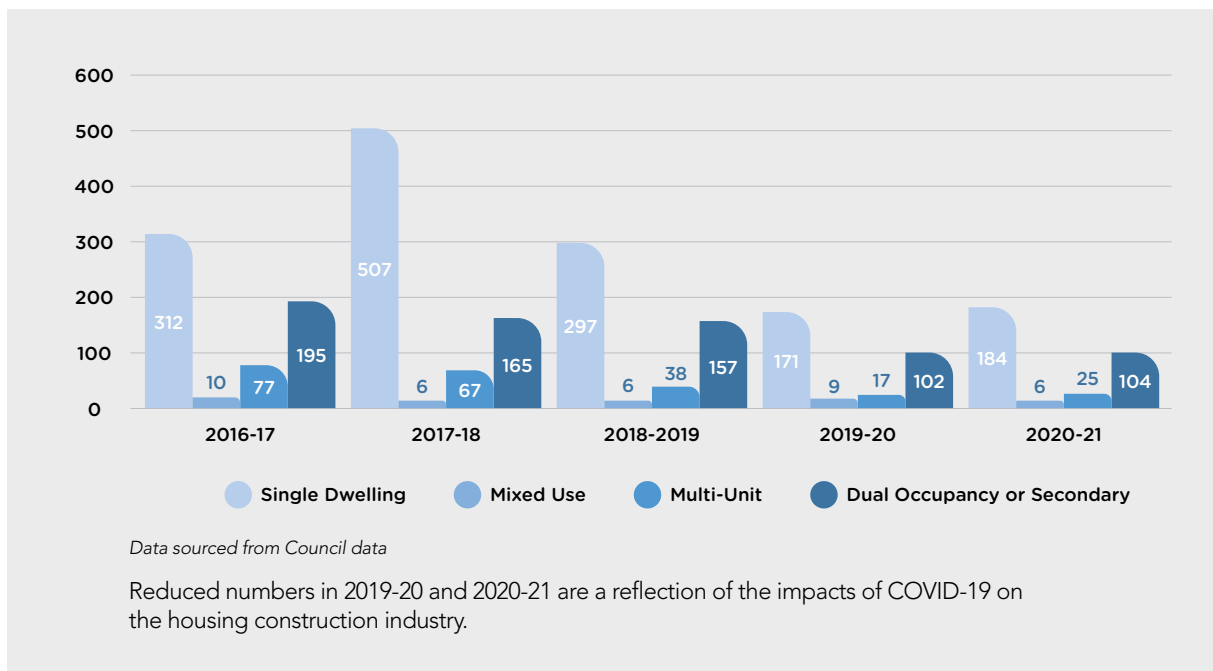
The occupancy rates show the demand for our Children's Centres. Between 2017 and 2019, the occupancy rates for long day care, preschool and before and after school care are all highly utilised by the community at over 90% in most cases. This allowed more parents back in the workforce. During the COVID-19 crisis in 2020 and 2021, more parents and kids were at home during the day which reduced the need for our services. Since the data for original indicator is no longer collected, occupancy rates make a suitable alternative.

OUTCOME 2

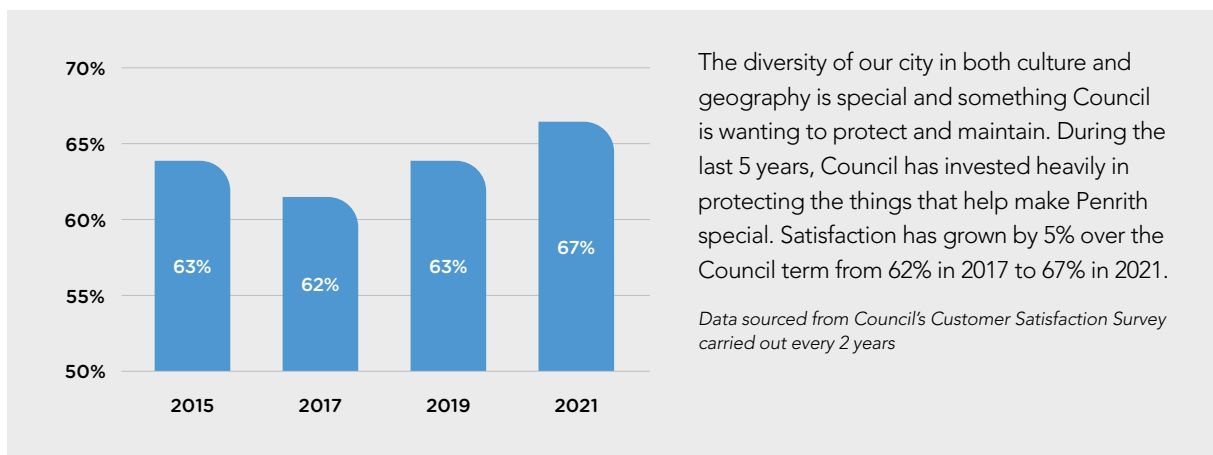
We Plan For Our Future Growth

The following indicators provide further information on how we as a community are progressing towards the outcome of "WE PLAN FOR OUR FUTURE GROWTH".

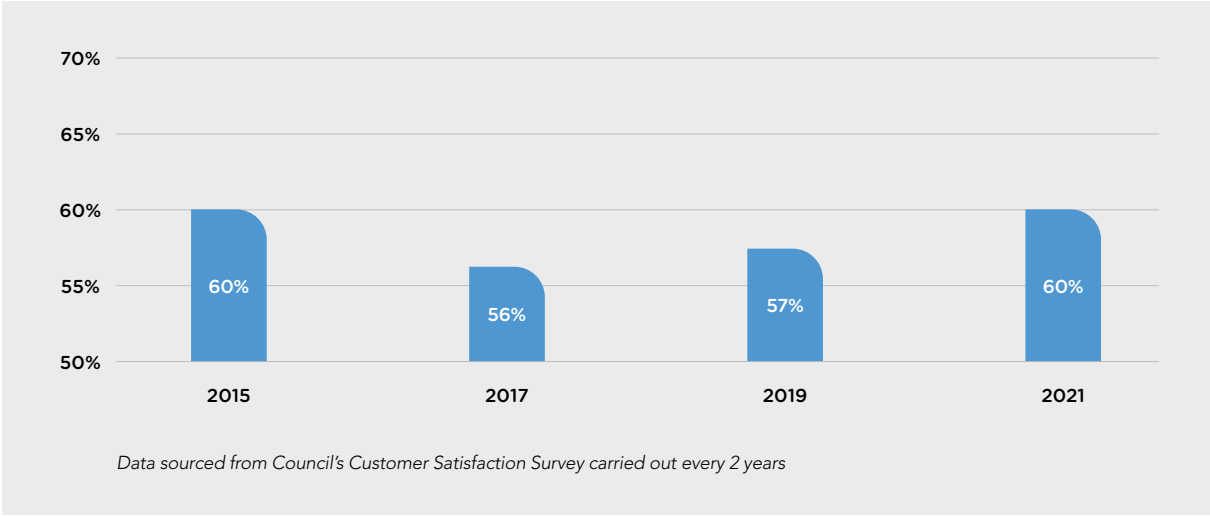
Applications for different types of housing



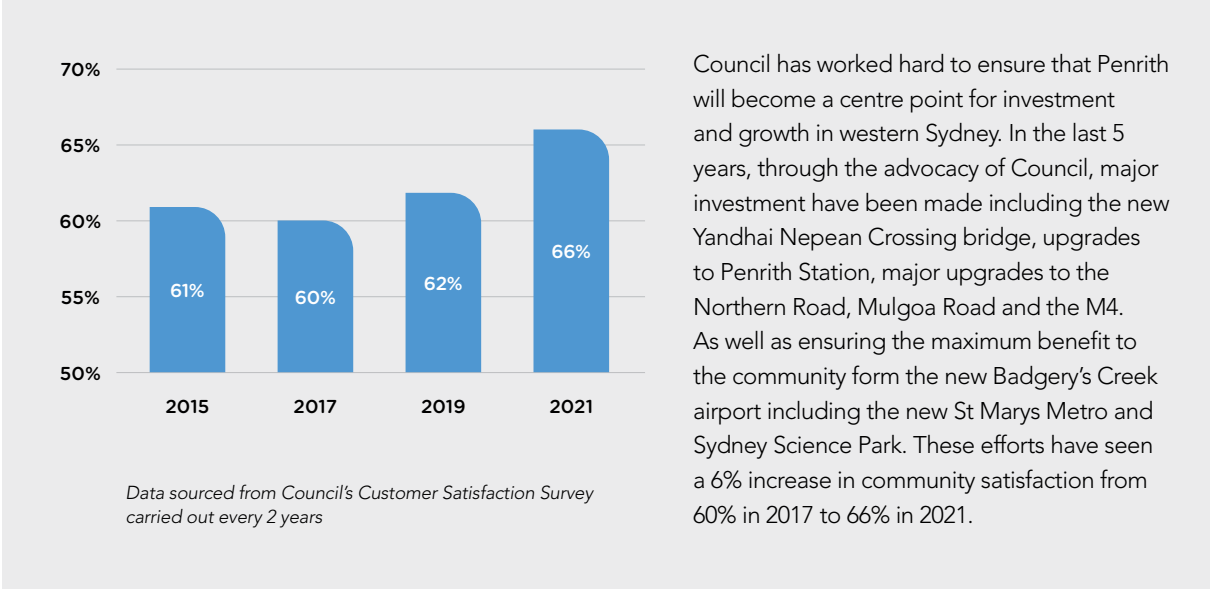
% of residents satisfied with how well Council is balancing the growth of our city with the need to protect the things that make Penrith special:



% of residents satisfied with how well services and infrastructure are keeping up with growth:



% of residents satisfied with how well Council is representing the needs of the community to other service providers:



OUTCOME 3 We Can Get Around Our City

The following indicators provide further information on how we as a community are progressing towards the outcome of "WE CAN GET AROUND THE CITY".

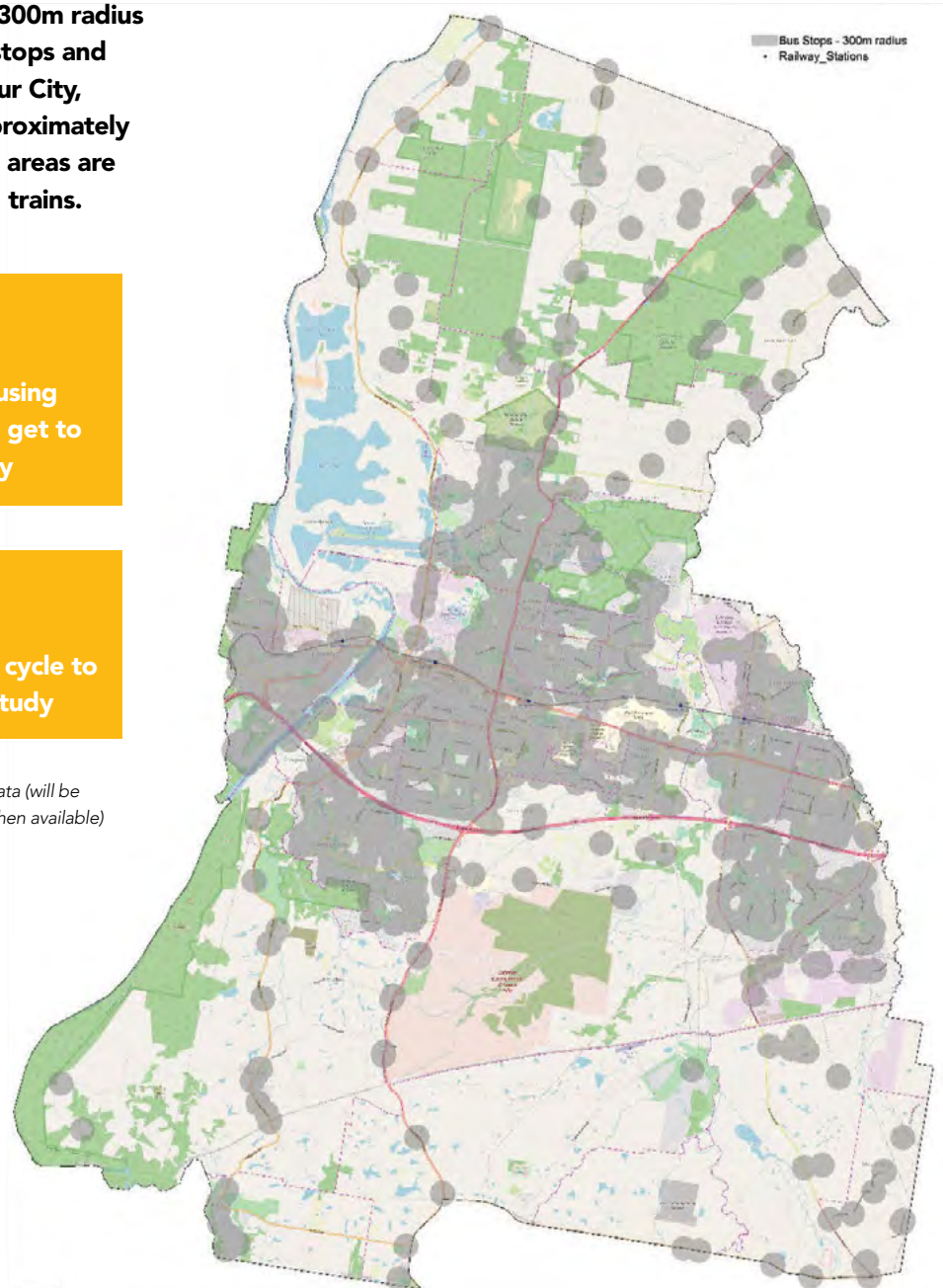
% of the populated areas of Penrith serviced by buses and trains:

The diagram shows a 300m radius around all of the bus stops and train stations across our City, and indicates that approximately 90% of our populated areas are serviced by buses and trains.

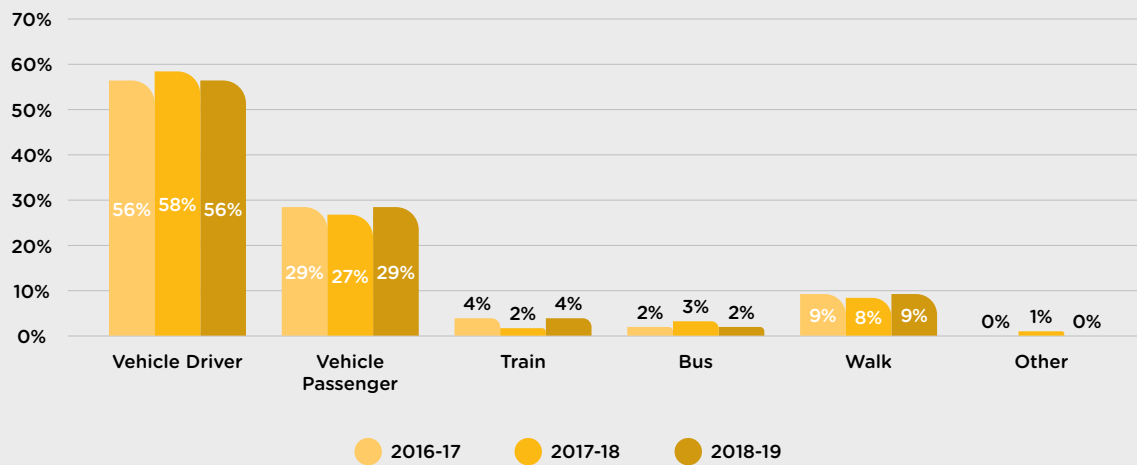
4%
of residents are using public transport to get to work or study

2%
of residents walk or cycle to get to work or study

Data sourced from 2016 census data (will be updated with 2021 census data when available)



Household travel mode:

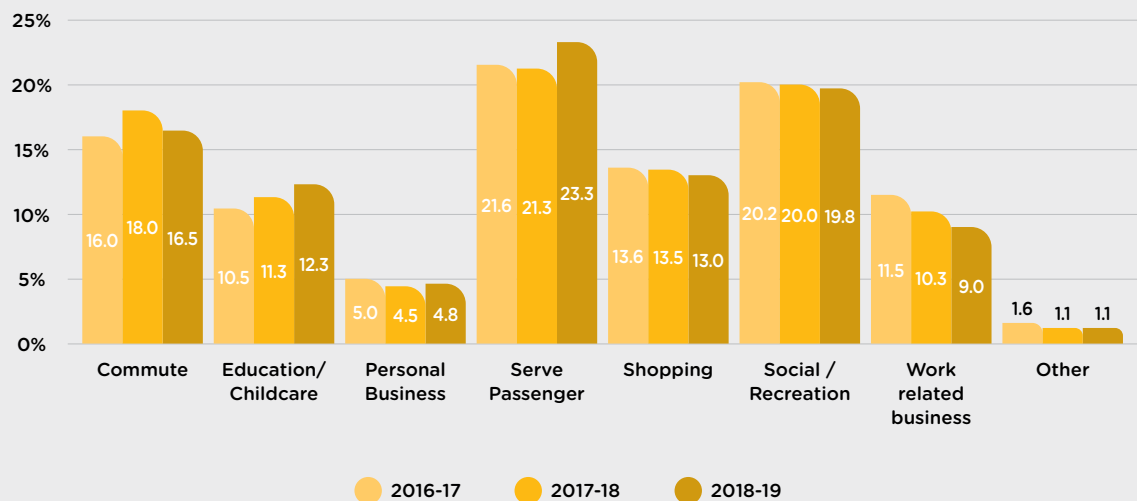


Data sourced from Transport for NSW Household Travel Survey (latest data available)

Additional measure not included in 2017 Community Plan

The Transport for NSW Travel Survey takes a snapshot of the travel habits of people on a random day in a work week. The survey shows the travelling purpose and mode for the one day that the survey is taken. Over the last 5 years the results have been pretty constant, showing that travelling by car is by far the most common transportation mode with over 80% of the population typically being the driver or passenger.

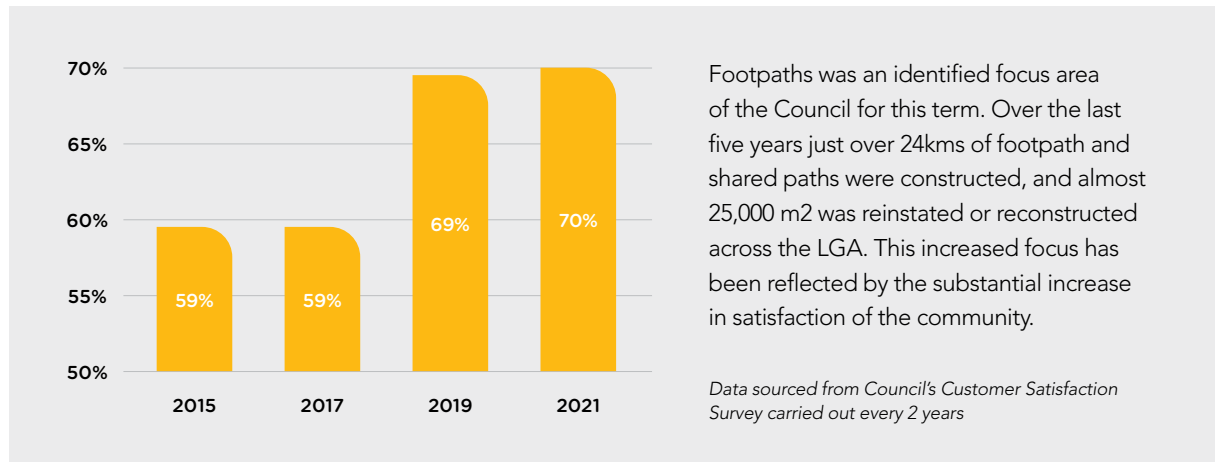
Household travel by purpose:



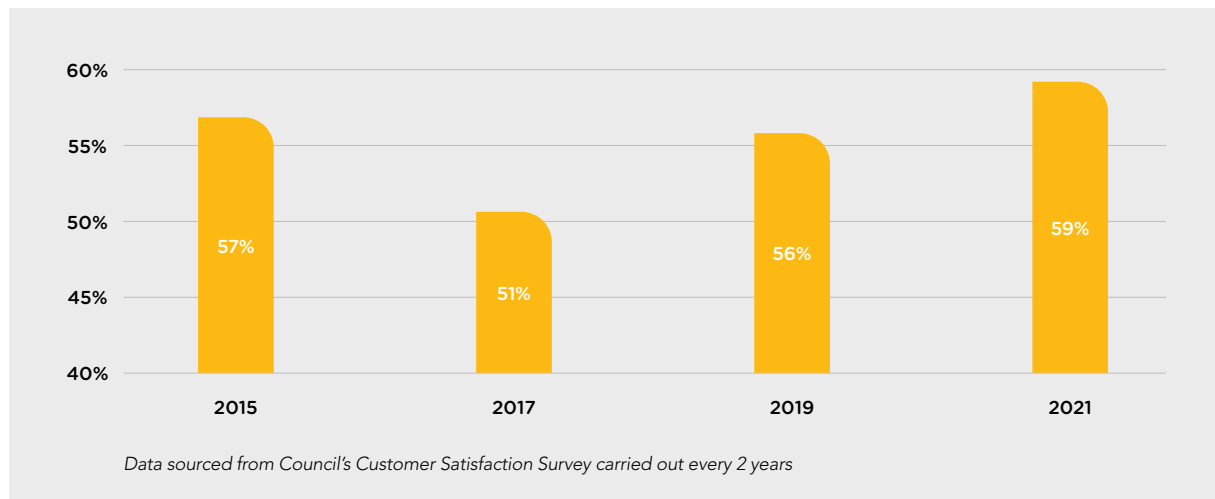
Data sourced from Transport for NSW Household Travel Survey (latest data available)

Additional measure not included in 2017 Community Plan

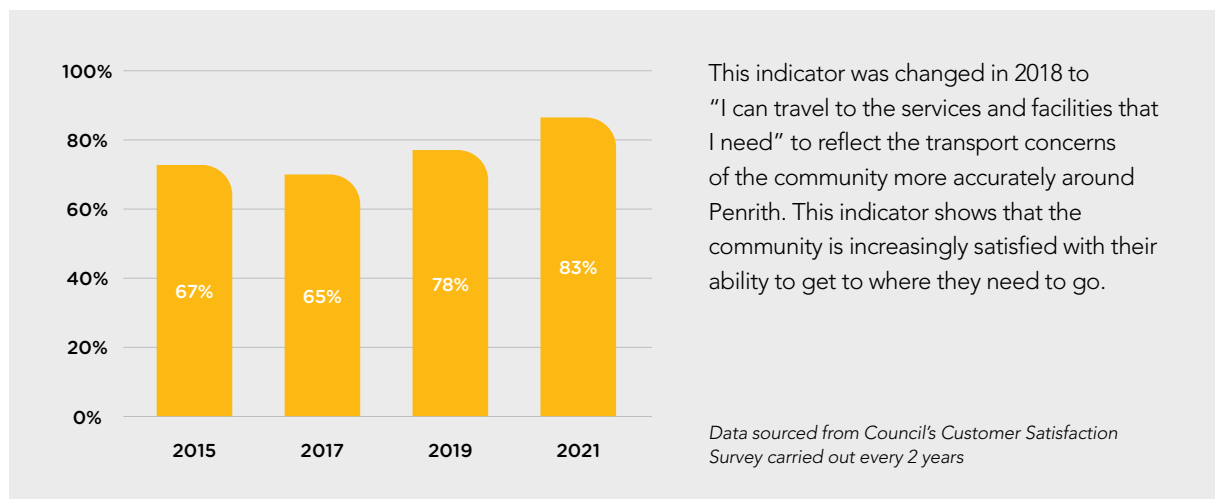
% of residents satisfied with footpaths and cycle ways:



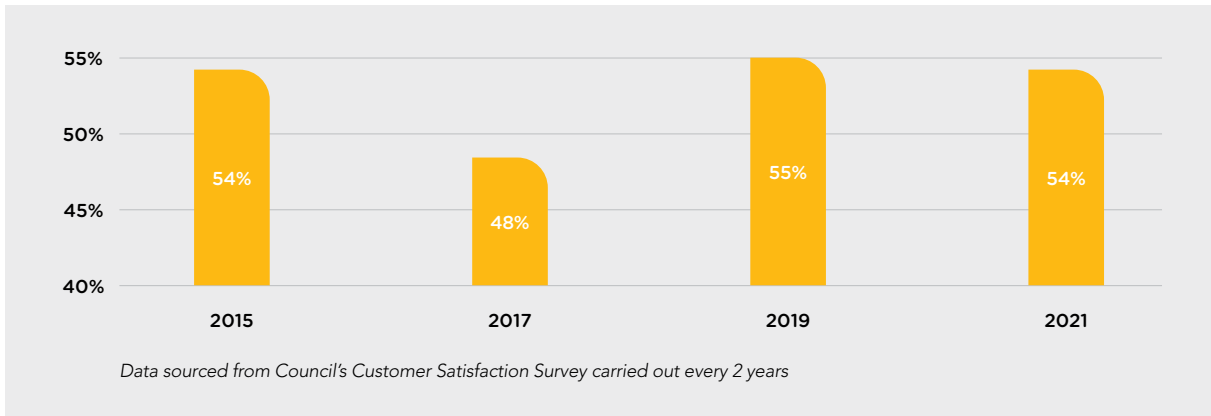
% of residents satisfied with the provision of parking:



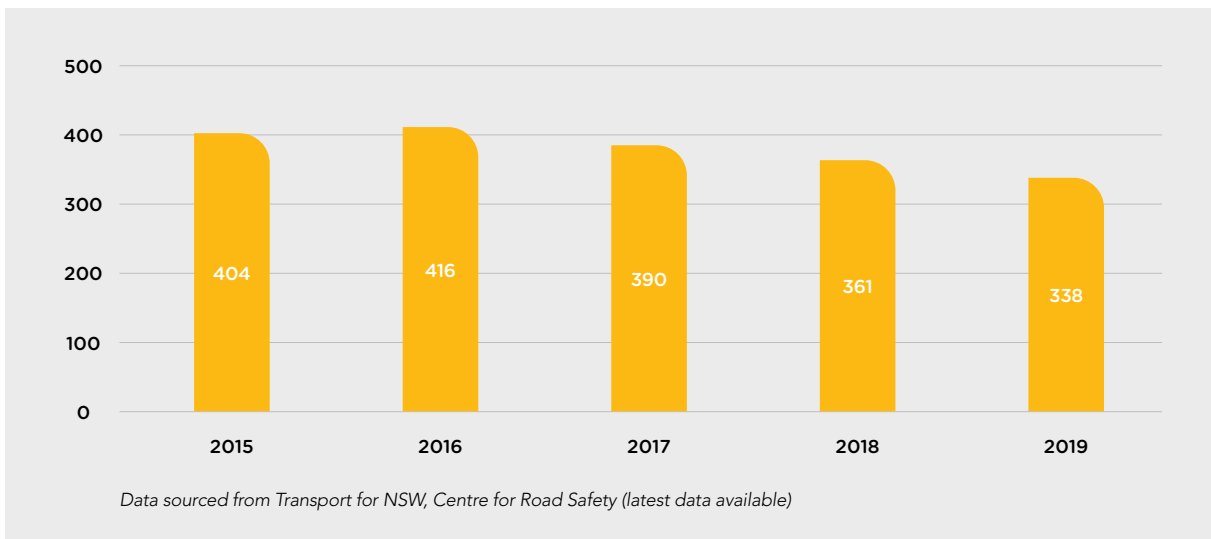
% of residents satisfied with their ability to move in and around the City:



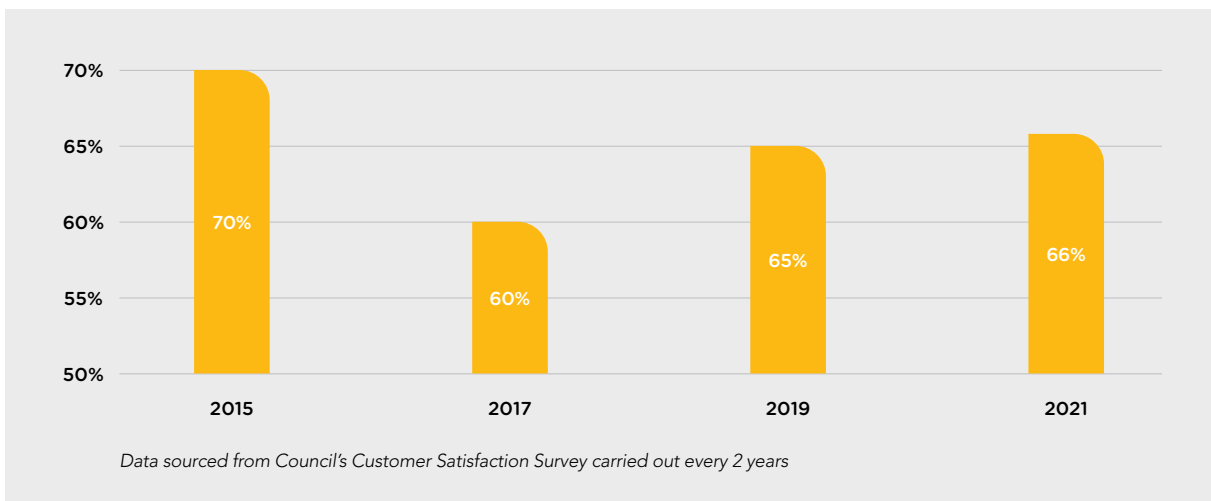
% of residents satisfied with the ease of traffic flow:



Number of crashes in the Penrith LGA:



% of residents satisfied with the safety and condition of local roads:

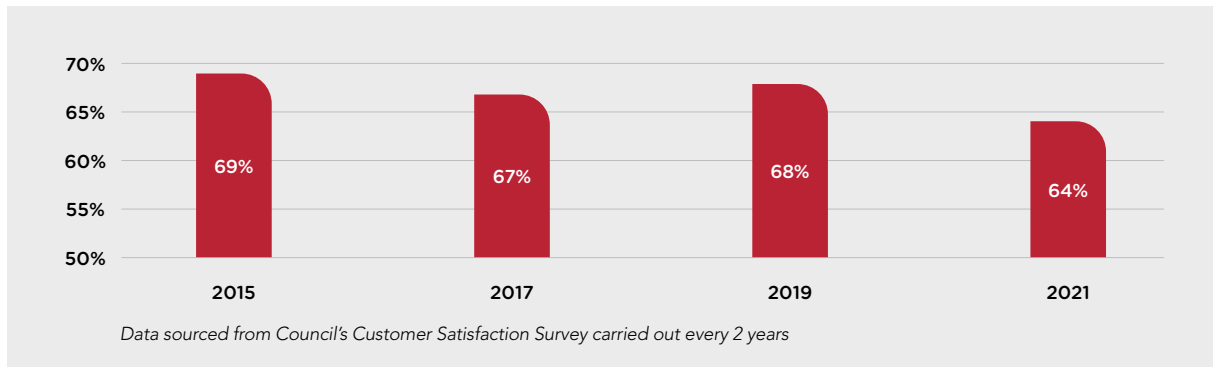


OUTCOME 4

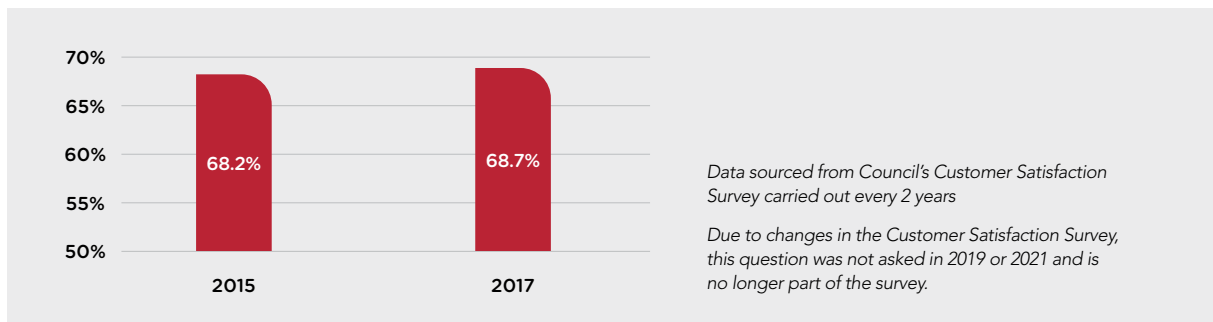
We Have Safe, Vibrant Places

The following indicators provide further information on how we as a community are progressing towards the outcome of "WE HAVE SAFE, VIBRANT PLACES".

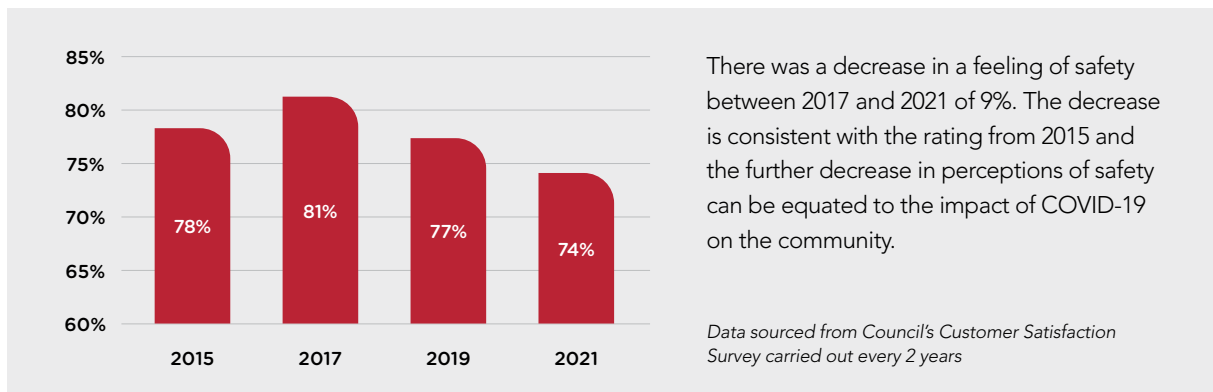
% of residents satisfied with the condition of the City's public spaces:



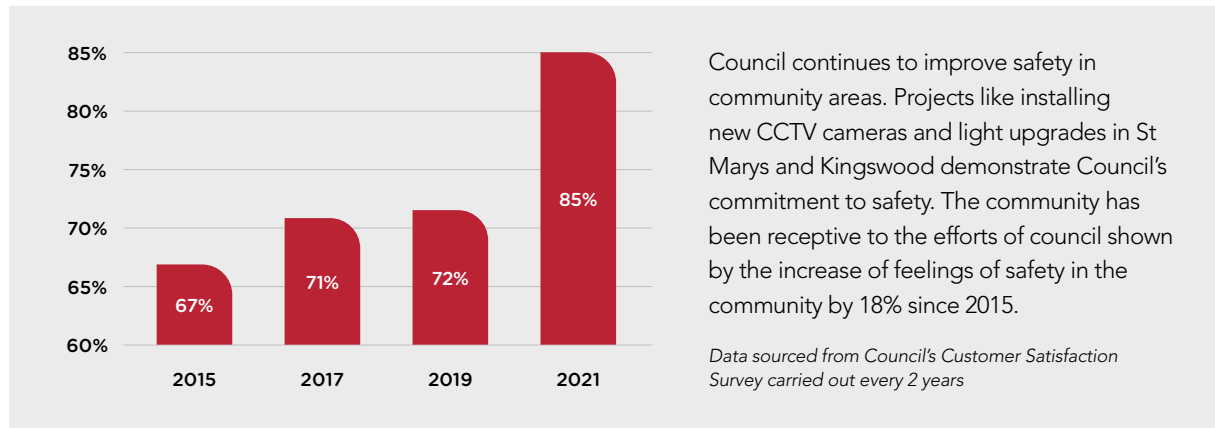
% of residents that are satisfied with community buildings, neighbourhood facilities, community halls and centres:



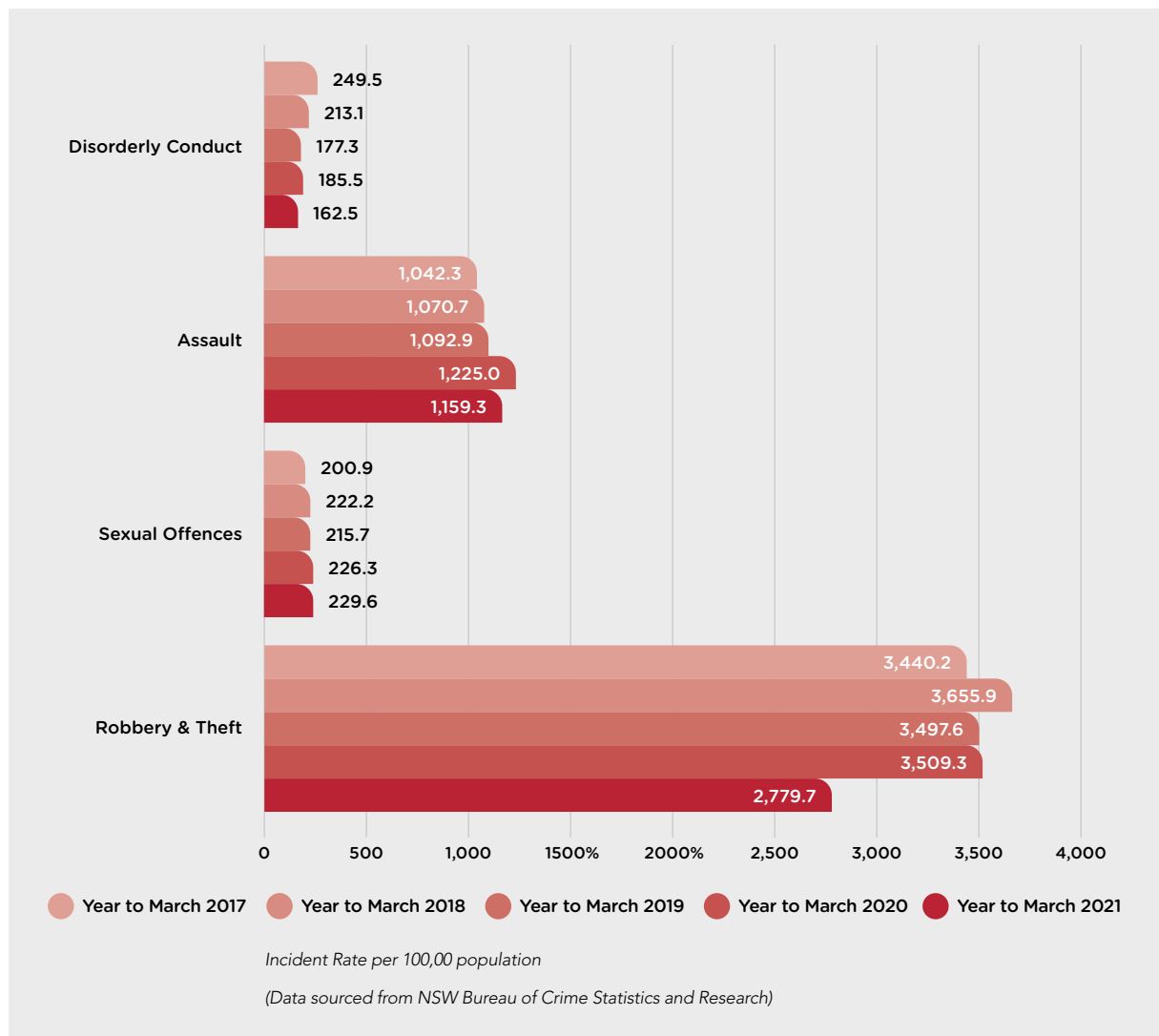
% of residents who feel safe in their neighbourhood:



% of residents satisfied with the safety of the City's public spaces:



Crime statistics for last 5 years:

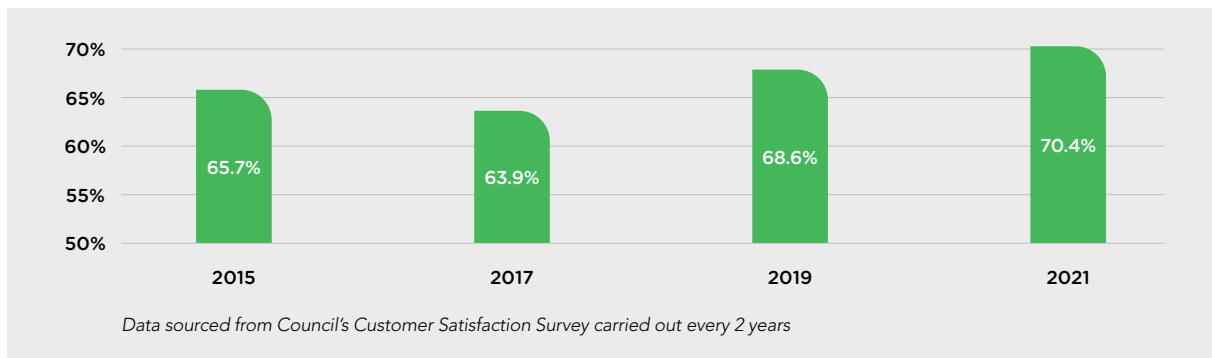


OUTCOME 5

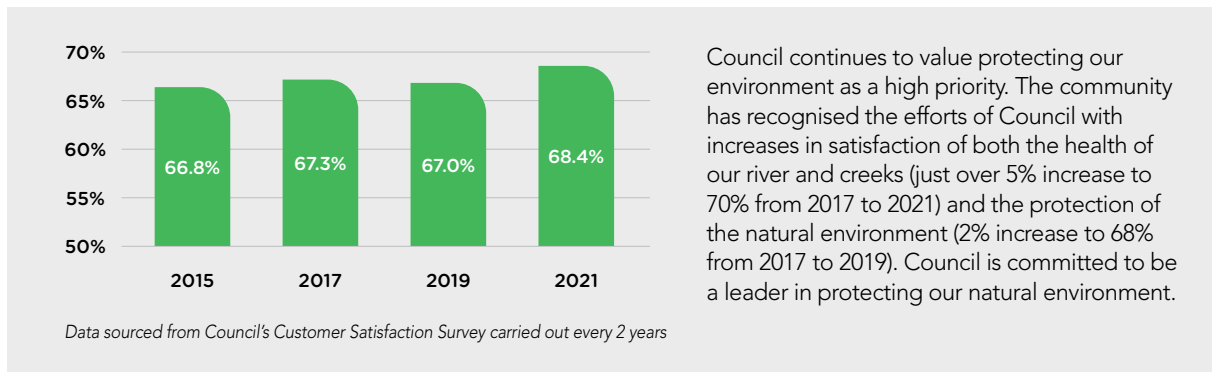
We Care About Our Environment

The following indicators provide further information on how we as a community are progressing towards the outcome of "WE CARE ABOUT OUR ENVIRONMENT".

% of residents satisfied that the Nepean River and creeks are healthy:

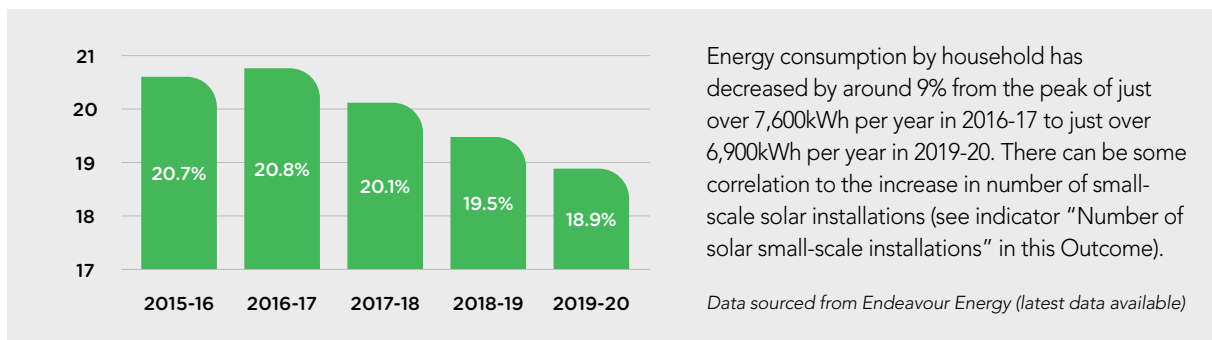


% of residents satisfied with the protection of bushland, natural environment and wildlife:

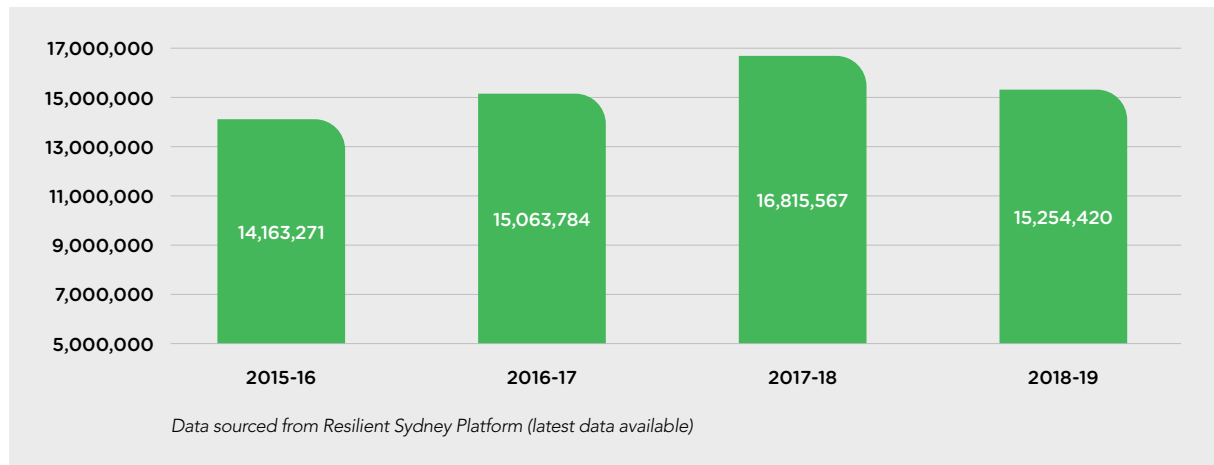


Household electricity consumption

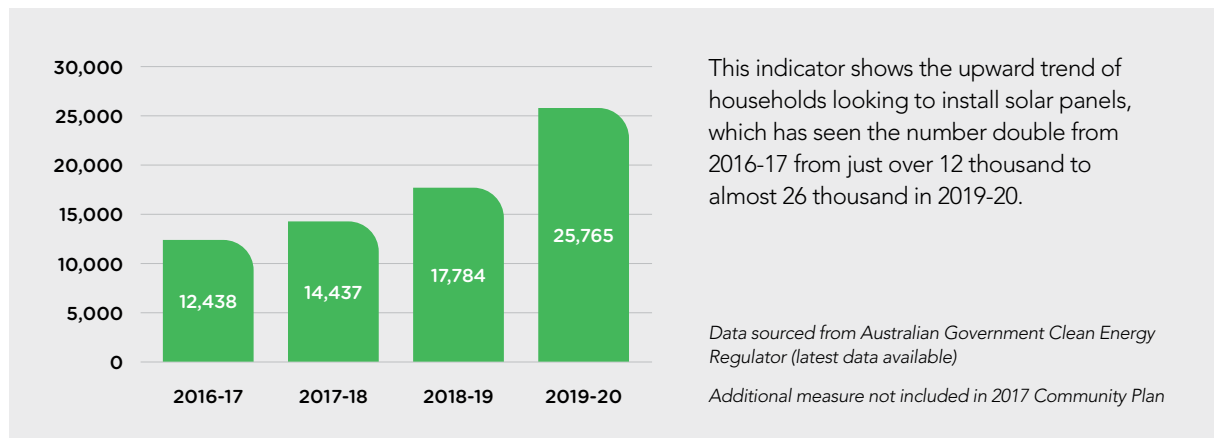
- % of average kilowatt hours per day per household:



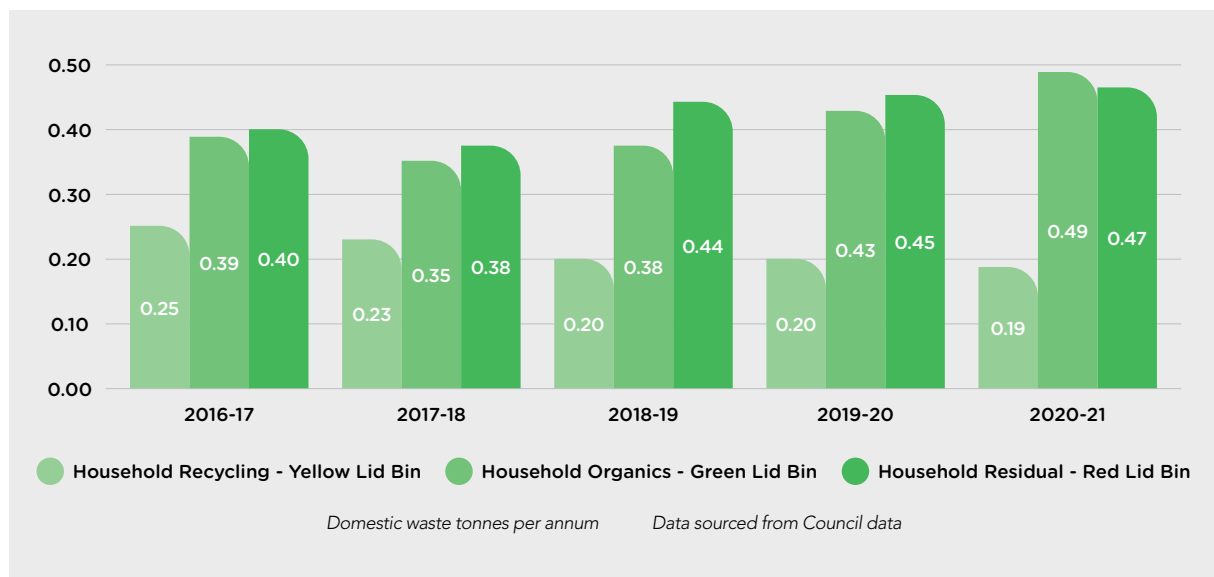
Household potable water consumption - total residential water consumption in kilolitres:



Number of solar small-scale installations:



Tonnes of domestic waste per household:

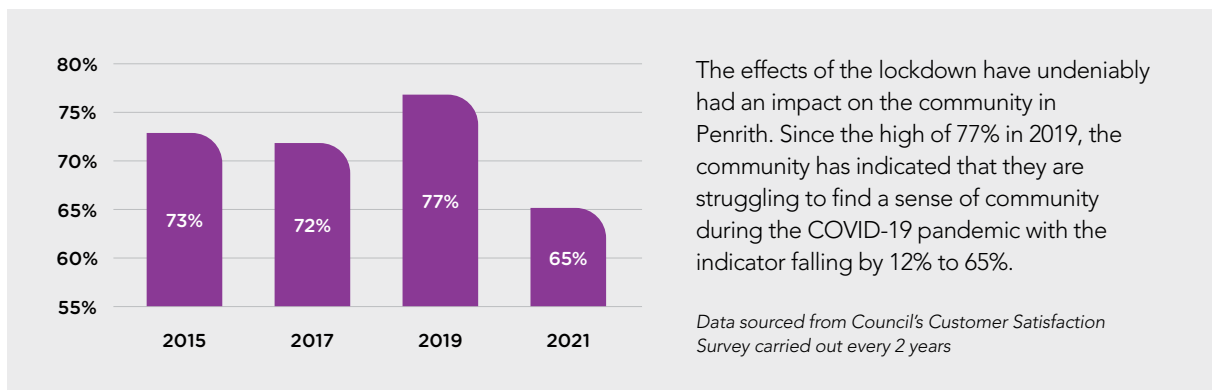


OUTCOME 6

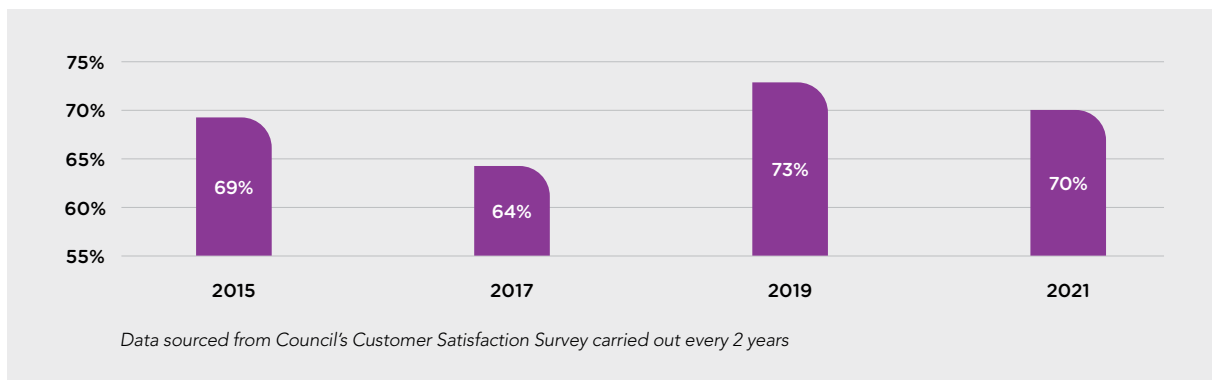
We Are Healthy and Share Strong Community Spirit

The following indicators provide further information on how we as a community are progressing towards the outcome of "WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT".

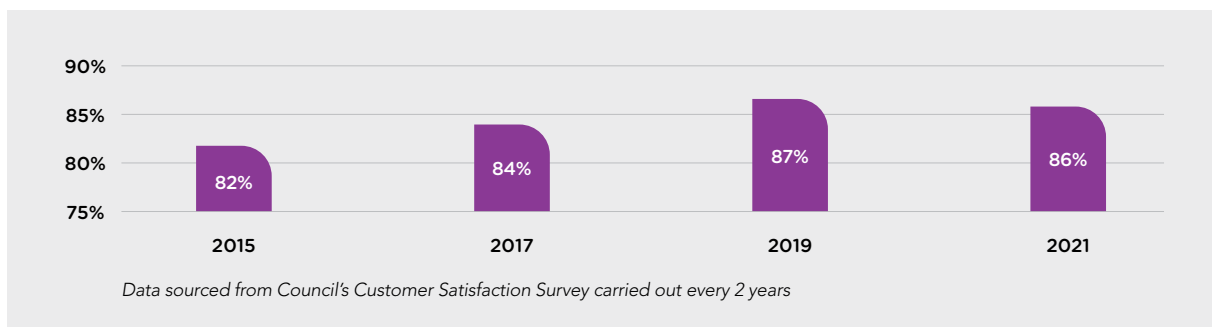
% of residents that feel part of their community and neighbourhood:



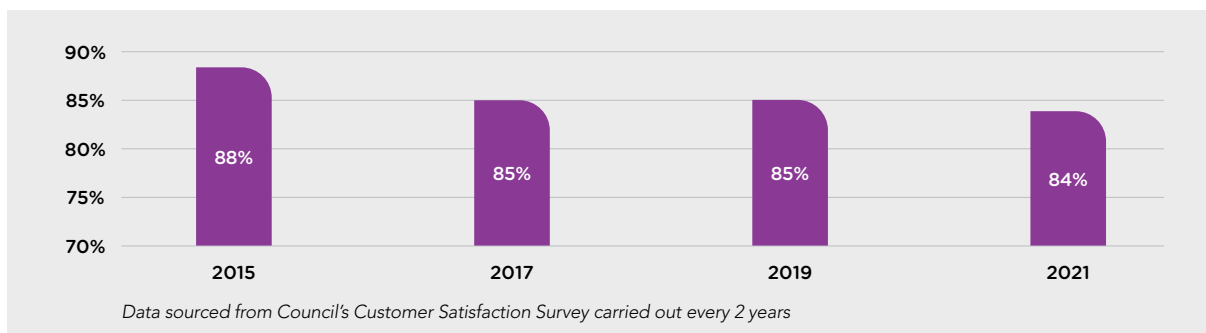
% of residents satisfied with local community festivals and events:



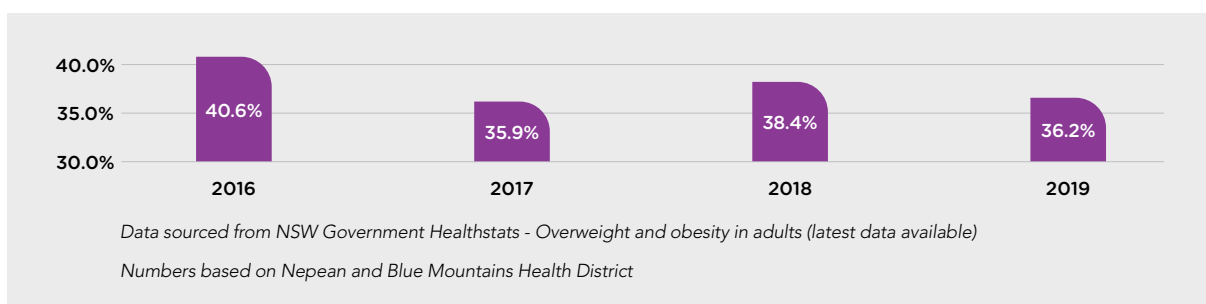
% of residents who feel proud of where they live:



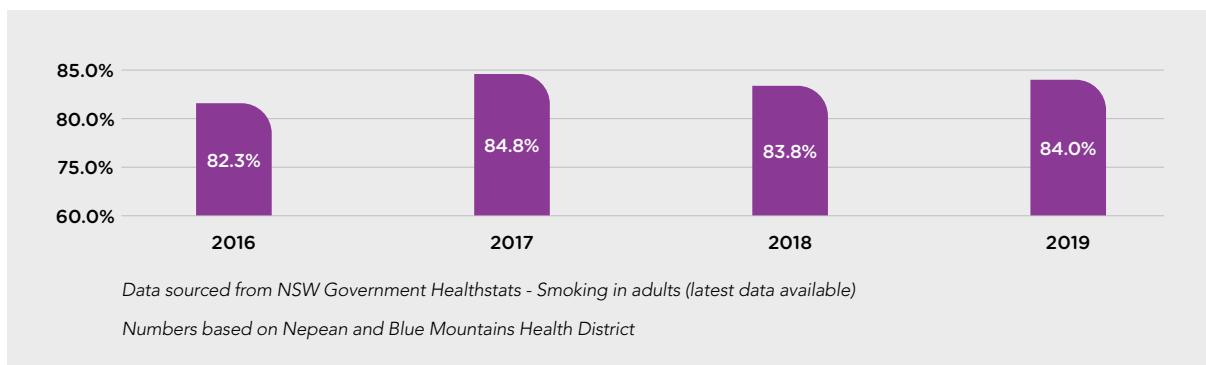
% of residents who say they can get help from friends, family or neighbours when needed:



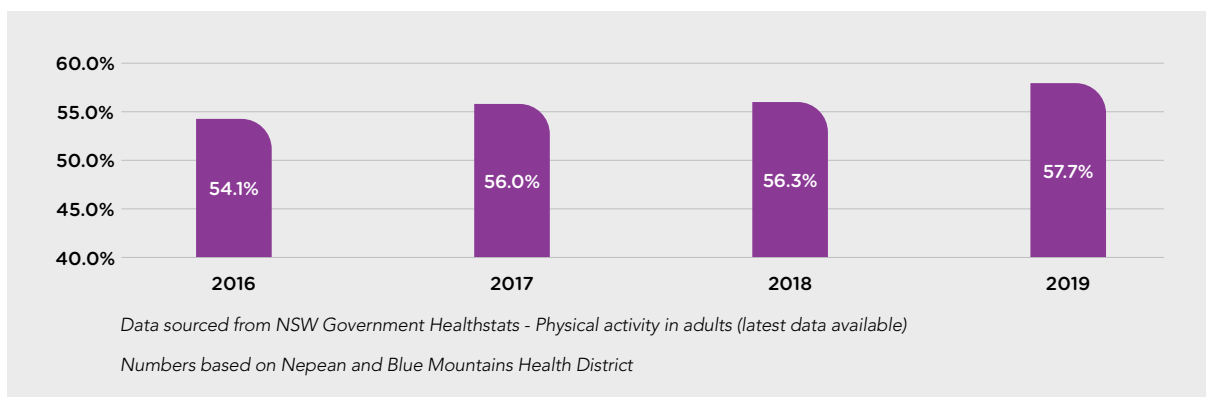
% of residents who are a healthy weight:



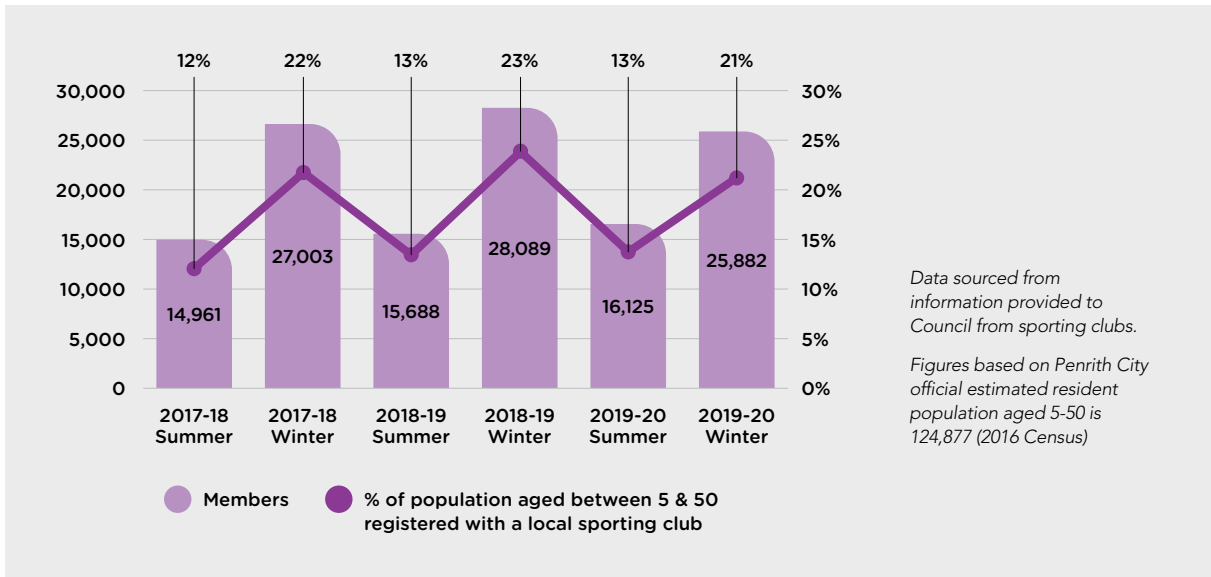
% of residents who are non smokers:



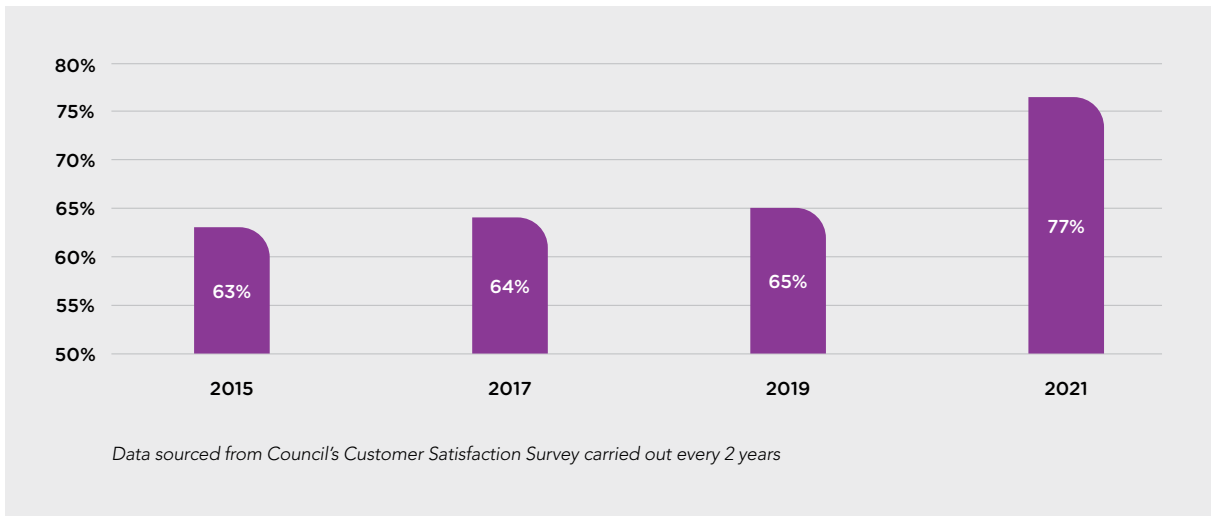
% of residents involved in informal physical activity:



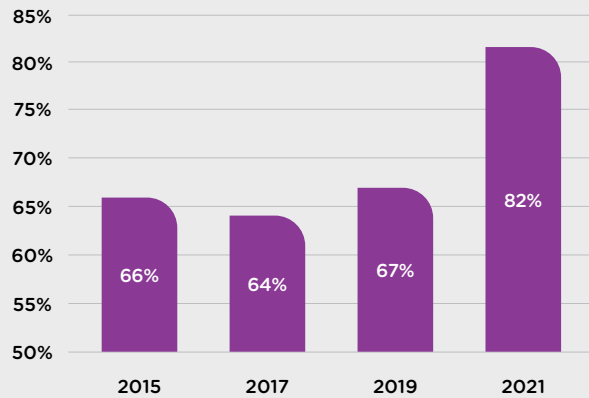
% of residents involved in formal physical activity:



% of residents who feel satisfied with the services and facilities provided for youth:



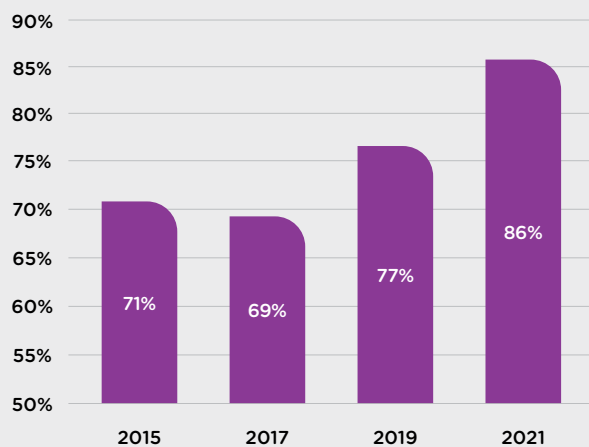
% of residents who feel satisfied with the services and facilities provided for older people:



Council provides an extensive program of events and programs for our older community. Events such as Grandparents Day and the Reimagine Ageing Festival have been very successful and has been reflected in the big increase in satisfaction level.

Data sourced from Council's Customer Satisfaction Survey carried out every 2 years

% of residents who feel cultural diversity is valued and celebrated:



Council values the cultural diversity that exists within the Penrith community. Annual events such as the Real Festival, Refugee week and NAIDOC week that are held throughout the year have been reflected in the 17% increase in satisfaction from 2017 to 2021.

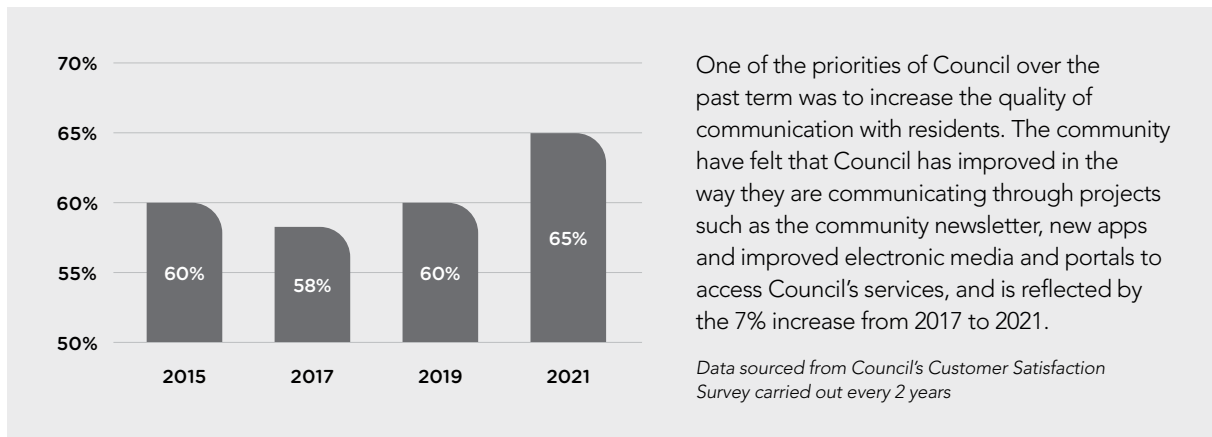
Data sourced from Council's Customer Satisfaction Survey carried out every 2 years

OUTCOME 7

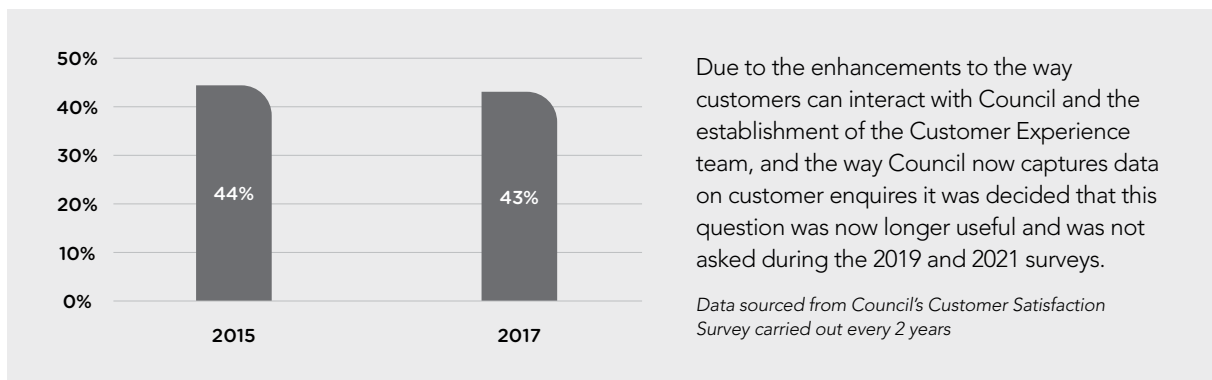
We Have Confidence in Our Council

The following indicators provide further information on how we as a community are progressing towards the outcome of "WE HAVE CONFIDENCE IN OUR COUNCIL".

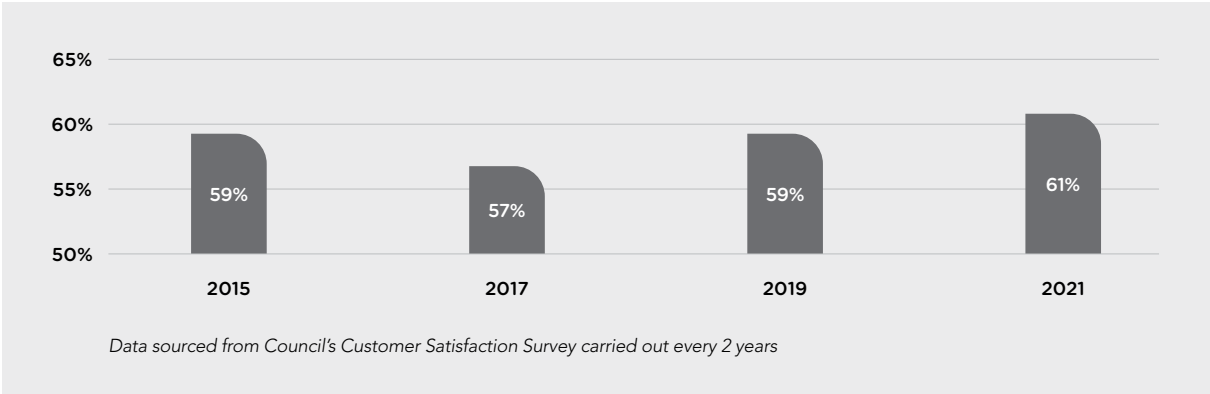
% of residents who feel Council communicates well with residents:



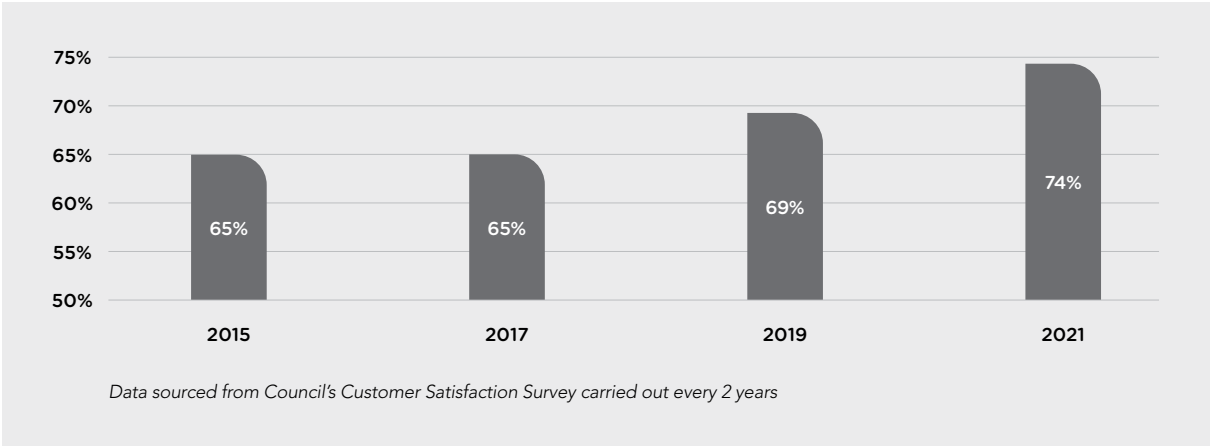
% of residents who know who to contact for representation and information:



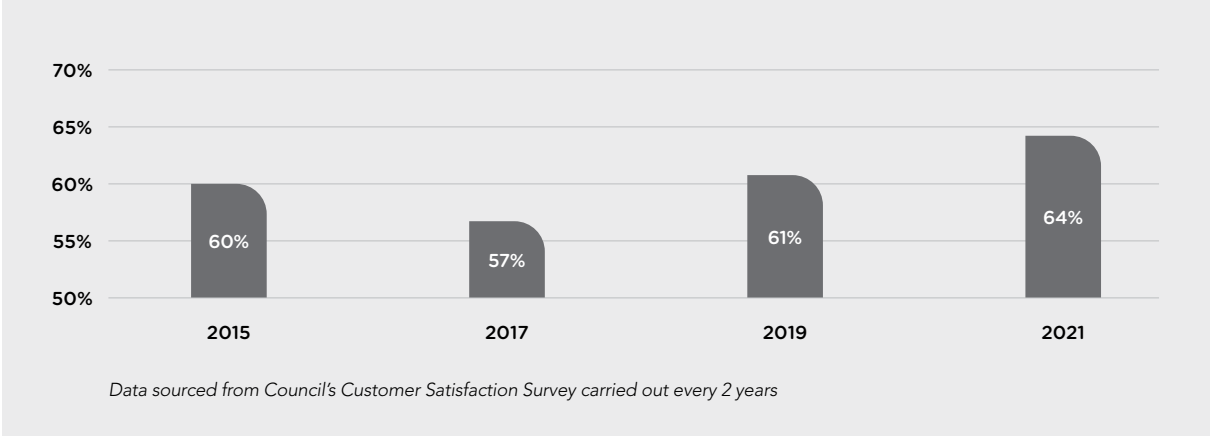
% of residents who feel Council understands the community's needs and expectations:



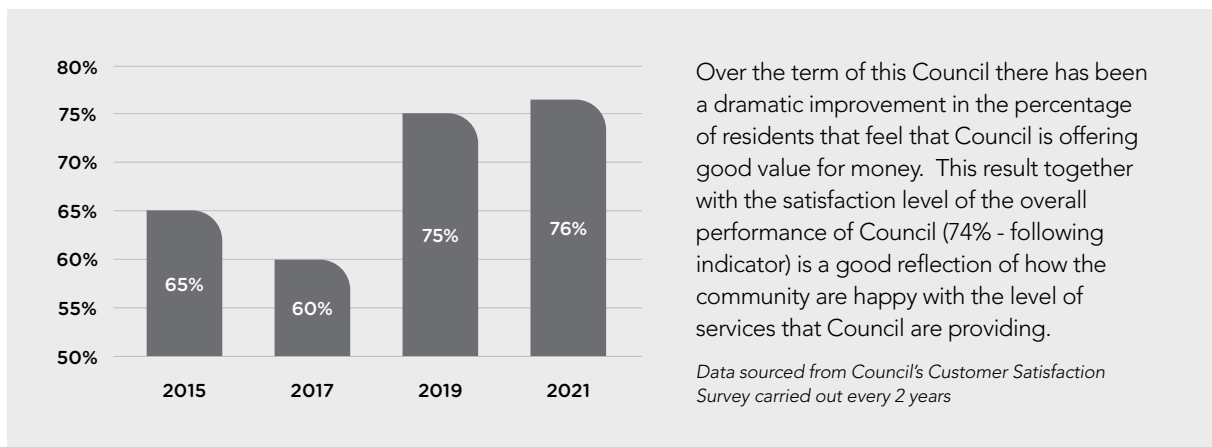
% of residents who are satisfied with information on Council about services and facilities:



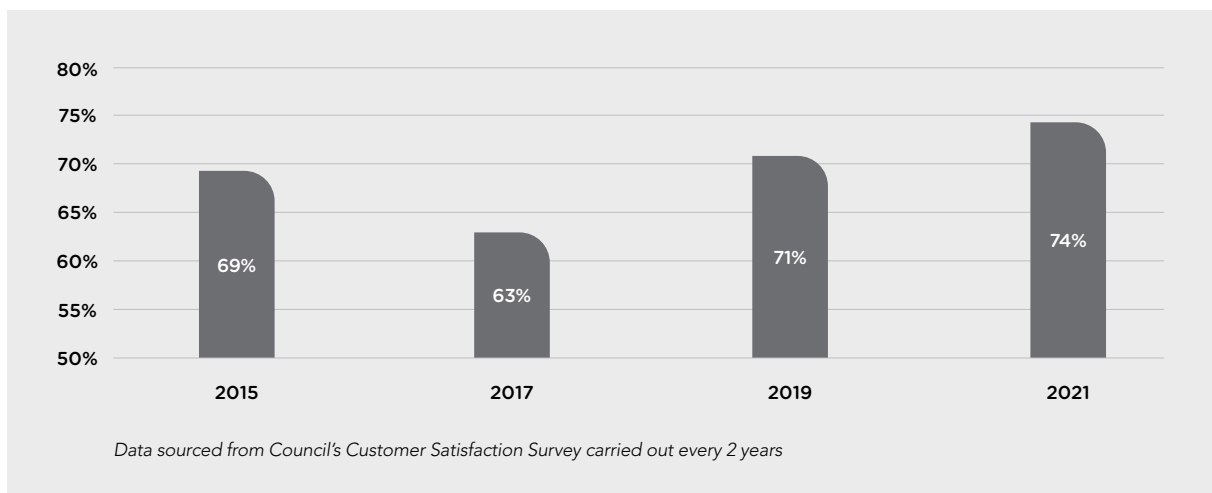
% of residents who feel Council provides opportunities for residents to participate in planning and have a say about the City's future:



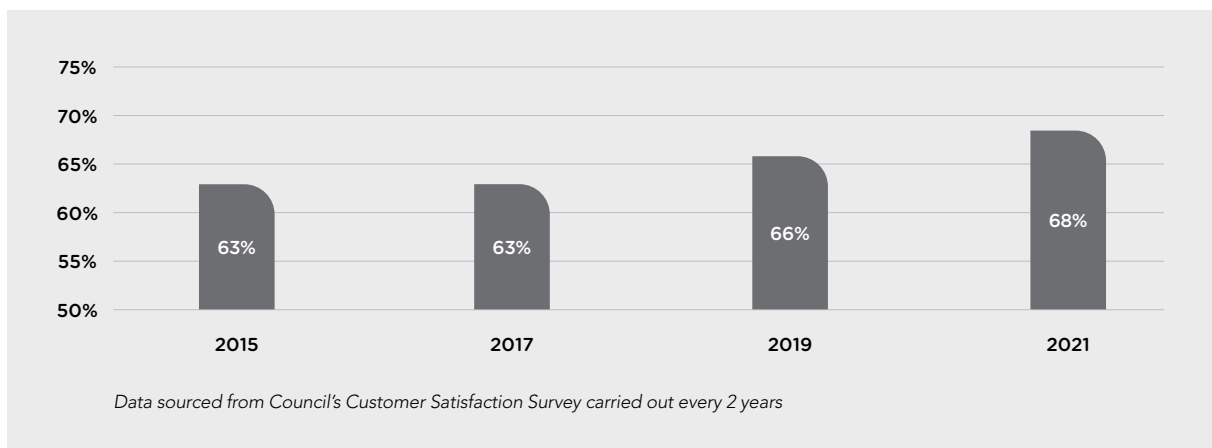
% of residents who feel that Council delivers value for the rate dollar:



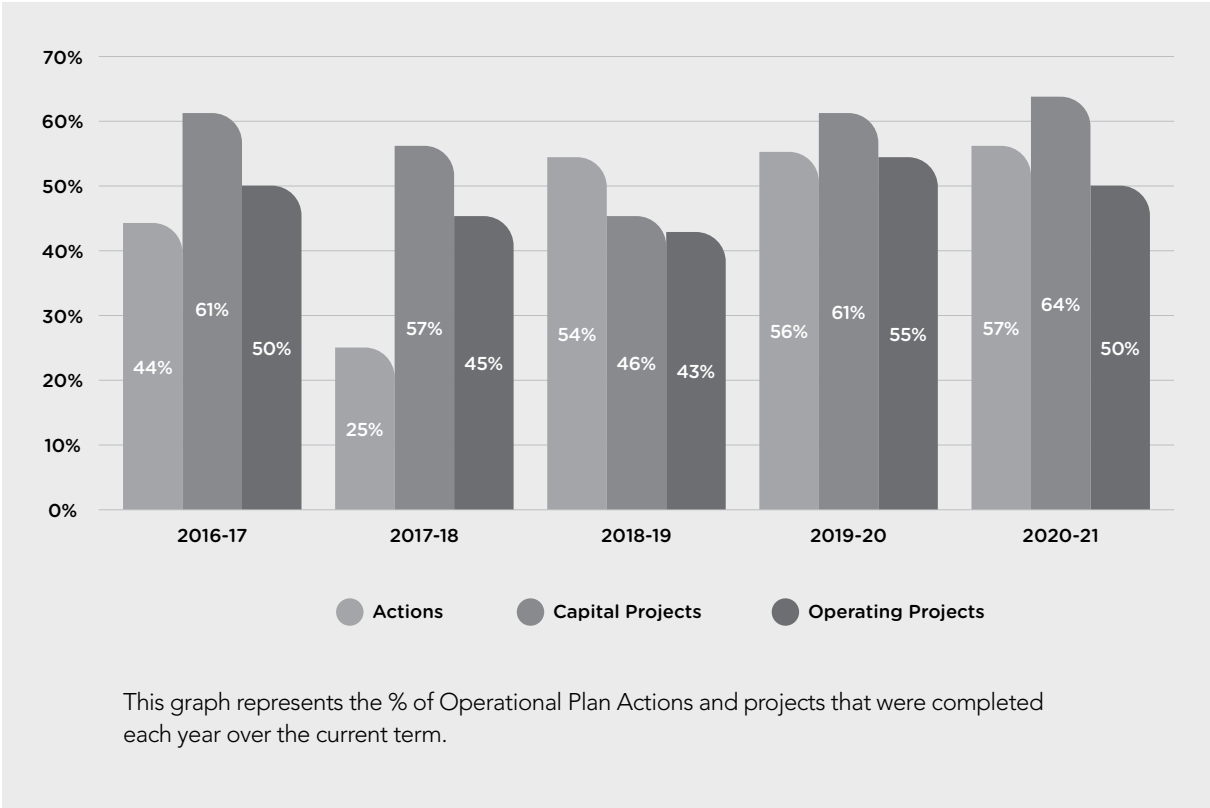
% of residents who are satisfied with the overall performance of Penrith City Council:



% of residents who feel Council acts responsibly:



% of planned Actions and Projects completed by year:



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 सटी काउंसिल से (02) 4732 7777 पर संपर्क करें. या आप काउंसिल आएं और एक दुभाषिये 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 පෙන්වීමේ නගර සභාව (Penrith City Council) හා සම්බන්ධ කර දෙන ලෙස ඉල්ලා සිටින්න. නැතිනම් නගර සභාව වෙත පැමිණ භාෂා පරිවර්තකයකු වෙත දෙන ලෙස ඉල්ලා සිටින්න.
TAMIL	இதை உங்களால் வாசிக்க இயலவில்லை என்றால், 'தொலைபேசி உரைபெயர்ப்பு சேவை'யை 131 450 எனும் இலக்கத்தில் அழைத்து 'பென்றித் நகரவையுடன்' (02) 4732 7777 எனும் இலக்கத்தில் உங்கள் சார்பாக தொடர்பு கொள்ளுமாறு கேளுங்கள். அல்லது நகரவைக்கு விஜயம் செய்து உரைபெயர்ப்பாளர் ஒருவர் வேண்டுமெனக் கேளுங்கள்.
VIETNAMESE	Nếu quý vị không thể đọc được thông tin này, xin liên lạc Dịch Vụ Thông Dịch Qua Điện Thoại ở số 131 450 và yêu cầu họ thay mặt quý vị liên lạc với Hội Đồng Thành Phố Penrith ở số (02) 4732 7777. Hoặc hãy tới Hội Đồng và yêu cầu có thông dịch viên.

Penrith City Council

Civic Centre
601 High Street
Penrith NSW

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F: 02 4732 7958

E: council@penrith.city

COMPLIANCE CHECKLIST

Information	Legislation	Details	Page ref.
Community Strategic Plan	Act s 428(2)	The annual report of the year in which an ordinary election of councillors is held, must contain council's achievements in implementing the community strategic plan over the previous four years.	170
IP&R Compliance	Act s 428(3)	The annual report must prepared in accordance with Integrated Planning and Reporting Guidelines (IP&R)	34
IP&R Compliance	Act s 428(4)(b)	Must contains other information as the IP&R Guidelines or the regulations may require	34
Financial Reporting	Act s 428(4)(a)	Must contain a copy of the council's audited financial reports prepared in accordance with the Local Government Code of Accounting Practice and Financial Reporting (may be an attachment)	143 & Council's 2020-21 Financial Statements
Environmental Agreements	Act s 54P(1)	Include particulars of any environmental upgrade agreement entered into by the council	N/A
Special Rate Variation	SRV Guidelines 7.1	Report on activities funded via a special rate variation of general income including: 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	138
Rates & Charges	Reg cl 132	Amount of rates and charges written off during year	157
Training/professional development	Reg cl 186	Information about induction training and ongoing professional development: - the names of any mayor or councillors who completed any induction training course, induction refresher course or supplementary induction course during the year, the names of any mayor or councillors who participated in any ongoing professional development program during the year, the number of seminars, circulars and other activities delivered as part of the ongoing professional development program during the year.	100
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)	120

Information	Legislation	Details	Page ref.
Councillor Expenses	Reg cl 217(1)(a1) (i), (ii), (iii), (iii a), (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 (this amount must equal the reported amount in the financial statements). Identify separate details on the total cost of: - provision of dedicated office equipment allocated to councillors - telephone calls made by councillors - attendance of councillors at conferences and seminars - the provision of induction training and professional development for mayor and other councillors - 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 the mayor and councillors expenses involved in the provision of care for a child of, or an immediate family member of a councillor.	99
Contracts	Reg cl 217(1)(a2) (i), (ii)	Details of each contract awarded (other than employment contracts & contracts less than \$150,000) including: - name of contractor - nature of goods or services supplied - total amount payable.	148
Legal Proceedings	Reg cl 217(1)(a3)	Summary of the amounts incurred by the council in relation to legal proceedings including: - 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.	104
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: 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.	143

Information	Legislation	Details	Page ref.
Financial Assistance Grants	Reg cl 217(1)(a5) & Act s 356	Total amount contributed or otherwise granted to financially assist others.	128
Delegated Functions	Reg cl 217(1)(a6)	Statement of all external bodies that exercised functions delegated by council	101
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	101
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	101
Equal Employment Opportunity	Reg cl 217(1)(a9)	Statement of activities to implement its EEO management plan	92
General Manager Remuneration	Reg cl 217(1)(b)(i), (ii), (iii), (iv), (v)	Statement of the total remuneration package of the general manager including: - 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	119
Senior Staff Remuneration	Reg, cl 217(1)(c) (i), (ii), (iii), (iv), (v)	Statement of the total remuneration packages of all senior staff members (other than GM), expressed as the total (not of the individual members) including: - 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.	119
Stormwater Management	Reg cl 217(1)(e)	A statement detailing the stormwater management services provided (if levied).	142

Information	Legislation	Details	Page ref.
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 	158
Capital Projects	OLG Capital Expenditure Guidelines*	Report on certain proposed capital works projects where a capital expenditure review had been submitted	157
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	164
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.	143
Environmental Planning	Environment Planning and Assessment Regulation 2000, cl 35A	From 1 July 2022, councils are required to report additional information in relation to section 7.11 contributions and section 7.12 levies	N/A

Information	Legislation	Details	Page ref.
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 23	Details of inspections of private swimming pools. Include the number of inspections that: were of tourist and visitor accommodation. were of premises with more than 2 dwellings. resulted in issuance a certificate of compliance under s22D of the SP Act resulted in issuance a certificate of non-compliance under cl 21 SP Reg.	78
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	120
Public Interest Disclosure	Public Interest Disclosures Act 1994, s 31 Public Interest Disclosures Regulation 2011, cl 4	Information included on public interest disclosure activity.	124

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.

Sustainability Initiatives	Summary of sustainability achievements and actions that was carried out during the year	160
Access & Equity Activities	Information and highlights on programs and activities	125
Advocacy	Summary of advocacy activities for the year and key issues / achievements	116
Attendance at Meetings	Summary of councillor attendance at meetings	98
Calendar of Events	Listing of key events hosted and supported by Council during the year	125
Economic Development	Summary of economic development activities for the year and key issues / achievements.	116
Internal Audit	Summary of internal audit approach and key issues / changes for the year	103
Needs of Children	Information on the range of programs and services providing for the needs of children	129
Mayor & GM Message	Messages outlining key achievements and challenges for the year. Mayor = strategic focus, GM = operational focus.	6-7
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	88
Public Addresses at Council	Number of members of the public that addressed Council meetings	97
Risk Management	Summary of risk management and key issues / changes for the year	103
Financial Summary Information	Summary Information 'The Year in Review' 'Key Financial Results' 'Where does our money come from?' and 'How did we spend it?'	12-13
Fit For The Future	Report on Councils results against the For The Future Measures	139
Community Engagement	Snapshot of Community engagement activities over the year	30

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.

GLOSSARY - CONTINUED

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).

Section 7.12 Plan: The formal plan whereby Council collects contributions for local infrastructure requirements for non-residential developments under section 7.12.

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 පෙට්ටිත් නගර සභාව (Penrith City Council) හා කම්බන්ධ කර දෙන ලෙස ඉල්ලා සිටින්න. නැතිනම් නගර සභාව වෙත පැමිණ භාෂා පරිවර්තකයකු ලබා දෙන ලෙස ඉල්ලා සිටින්න.
TAMIL	இதை உங்களால் வாசிக்க இயலவில்லை என்றால், 'தொலைபேசி உரைபெயர்ப்பு சேவையை 131 450 எனும் இலக்கத்தில் அழைத்து 'பெளரித் 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.

Penrith City Council

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PENRITH

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PENRITH
CITY COUNCIL

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