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## Cover Image Explained



From babies to bitumen, Penrith City Council provides an incredible 48 services to its communities. This report will give an insight into the role of Council in working for ratepayers and residents.



# Why should I read this document?

This annual report comprehensively details the activities, operations, achievements, and challenges of Penrith City Council in 2010-11. It summarises our audited financial statements for the period 1 July 2010 to 30 June 2011 and includes the full statements on the attached CD or on Council's website, [www.penrithcity.nsw.gov.au](http://www.penrithcity.nsw.gov.au).

This report satisfies a statutory requirement under the Local Government Act 1993 (NSW) under which councils must produce an annual report for the Minister for Local Government, but the intended audience is much wider.

Council does far more than is explained in this document. For information on specific tasks, projects, strategies or plans, see the attached CD or visit our website [www.penrithcity.nsw.gov.au](http://www.penrithcity.nsw.gov.au).

This document may interest you if you are a current or prospective resident, ratepayer, business operator, government or organisational representative, worker, visitor or student in Penrith City.

## Our City

### Where's Penrith Regional City and what's it about?

- A Regional City in metropolitan Sydney – Penrith City is 55 kilometres west of Sydney's CBD.
- The Local Government Area was proclaimed in 1871; became a City in 1959
- Traditionally a rural area on the fringe of metropolitan Sydney and now a thriving and dynamic regional city in its own right covering 407 square kilometres in area
- Declared a Regional River City in 2005 by the State Government in its 25 year planning framework (along with Parramatta and Liverpool)
- Penrith City caters to a population catchment well beyond our geographic boundaries.
- Penrith City will need to accommodate 25,000 new dwellings and 40,000 new jobs by 2031. This is a 75 per cent increase from the total number of jobs in 2006.

### About Council

Penrith City Council has two administration centres (Penrith and St Marys), a budget of about \$180m a year and a workforce of 1,190 (including permanent, full time, part time and casual staff).

### Who are our communities?

- Penrith City is home to about 186,221 people (2011 estimate based on the 2006 Census).

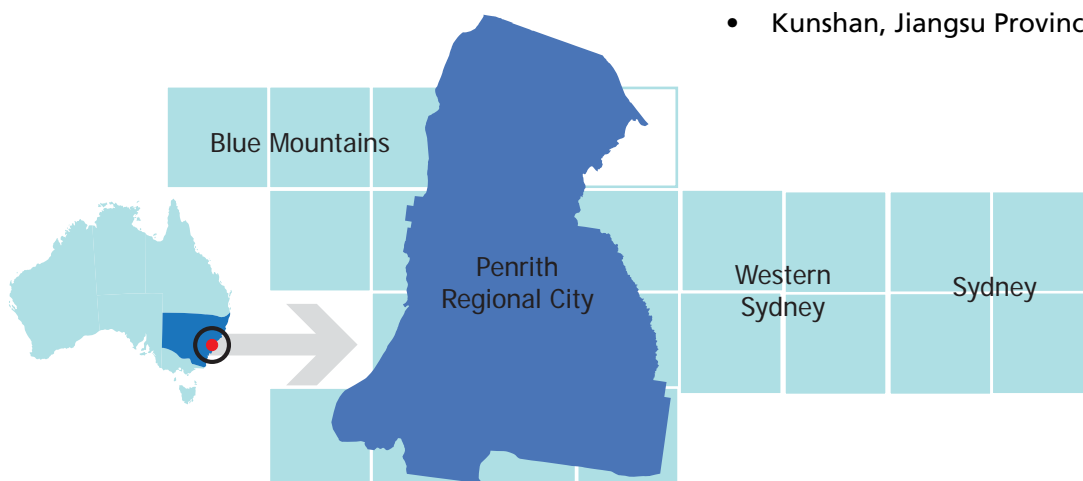
- Nine out of 10 residents live in urban areas of our City.
- There are 65,064 rateable properties in Penrith City – 668 more than a year ago.

The 2006 Census showed:

- 28% of residents were aged under 17 (Sydney region 24%);
- 51.7% of households are couples with children (Sydney region 49.3%);
- 12% of residents are aged over 60 (Sydney region 17%);
- 21% of residents were born overseas (Sydney region 32%);
- 13.5% of our population speak a language other than English at home (Sydney region 29.3%); and
- 2.4% of our residents identify as Aboriginal and Torres Strait Islander (NSW 2.1%).
- The top 10 non-English languages our residents spoke at home were: Arabic, Filipino (Tagalog), Italian, Maltese, Greek, Hindi, Croatian, Spanish, Samoan and Cantonese.

### Our international partners:

- Fujieda City, Shizuoka Prefecture, Japan
- Penrith, Cumbria, England
- Hakusan City (incorporating Matto City), Ishikawa Prefecture, Japan
- Gangseo-gu, Seoul, Republic of Korea
- Xicheng District of Beijing City, China
- Kunshan, Jiangsu Province, China



## Our Vision, Mission and Values

Council has consulted widely as part of its strategic planning process to articulate a vision for the future of our City including what it will be in the future (vision), our key purpose (mission), priorities for action and to identify the beliefs that underpin our organisational culture and values.

To meet the people driving the vision, mission and values of Penrith City Council - Councillors and key staff - see the Governance Section of this report.

### Our Vision

Is one of a sustainable and prosperous region with a harmony of urban and rural qualities with a strong commitment to environmental protection and enhancement. It would offer both the cosmopolitan and cultural lifestyles of a mature city and the casual character of a rural community.

### Our Mission

Is to implement Council's strategy and program. We will do this through skilled and responsive management, by valuing our staff, partnerships and community involvement, by providing quality customer service and upholding ethical standards and behaviour.

### Our Values

- Integrity
- Leadership
- Selflessness
- Impartiality
- Accountability
- Openness
- Honesty
- Respect

### Statement of Recognition of Penrith City's Aboriginal and Torres Strait Islander Cultural Heritage

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

# Penrith City Council's Stakeholders



# Penrith City Council's services for you

## Your community facilities

- Two community buses
- 22 neighbourhood and community centres
- 11 public halls
- Two youth centres
- Two senior citizens' centres
- Four libraries
- One performing arts centre
- One regional art gallery
- 78 public toilets and amenity blocks
- One Visitor Information Centre

## Your Children's Services

- 39 services managed by a co-operative board (including 17 long day care, nine before and after school care, six vacation care, one occasional care and six preschools)
- Two services managed by Council (including the Glenmore Park Child and Family Precinct and mobile playvan)

## Your outdoor amenities

- 423ha of land classified as parks – includes playgrounds and areas of passive open space for active leisure and passive recreational activities
- 340ha of land classified as sporting grounds – supports the conduct of organised sporting activities, active leisure and passive recreational activities including:
  - › 115 sporting fields
  - › 60 netball courts
  - › two swimming complexes
  - › 43 tennis courts
  - › one recreational centre
  - › one Whitewater Stadium
- 233ha of land classified as community uses – includes community centres, childcare centres, drainage reserves
- 274ha of natural areas – includes bushland and waterways

## Your roads

- 1,155km of roads (includes State roads, as Council manages the footpaths along these roads, but excludes the M4)
- 372km of footpaths
- 1,475km of kerbs and gutters
- 140 car parks



*Council's Road Network Services Engineer,  
Michael Alderton*



*Childcare Assistant Heidi Cosgrove from  
Gray's Lane Children's Centre, Cranebrook*

## Working for our communities

### More than just roads, rates and rubbish

Penrith City Council is about listening to communities, delivering value for rates, advocating for Penrith City to secure grants and investments in the local area as well as planning for a sustainable future for our City.

### Delivering value:

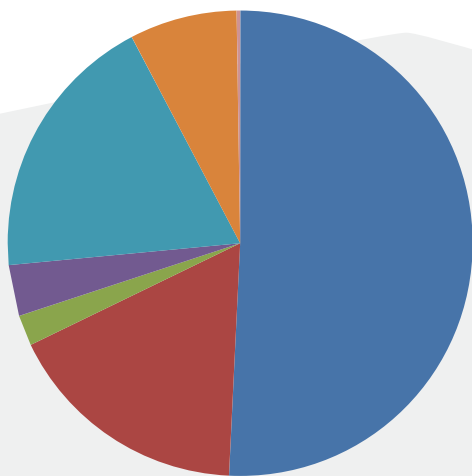
To deliver its 48 services for our communities, Council collects rates from residential, and rural properties landholders and businesses. These rates account for about 51% of Council's income; the remaining comes from grants and contributions (18.79%), other fees and charges (17.06%), waste management (9.7%),

loans and sales (4.9%), net reserves (3.6%) and interest (1.9%). Council's average residential rate and domestic waste charge is \$1,190 per year, which is below the NSW average of \$1,216.

On average, for \$100 of income (2010-11) we deliver culture, public order and safety, recreation, housing and community amenities, transport and communication, administration, economic affairs, waste management, community services and education, children's services, environment and health, libraries, parks and gardens, other construction and swimming pools.

Find out more about our spending and income by viewing our full Audited [Financial Statements](#).

### A typical \$100 Council received in 2010-11 was made up of:



- Rates and Annual Charges, \$50.76
- Grants and Contributions provided for Operating Purposes, \$18.79
- User Charges and Fees, \$17.06
- Grants and Contributions provided for Capital Purposes, \$7.47
- Other Revenues, \$3.55
- Interest and Investment Revenue, \$2.13
- Net Share of Interests in Joint Ventures, \$0.24





Creating a safer community for you: Community Safety Co-ordinators Olivia Kidon and Allison Kyriakakis

### How Council spent a typical \$100 in 2010-11:



- |  |   |
|--|---|
| ■ Administration \$18.14                 | ■ Transport and communication \$17.35                 |
| ■ Waste management \$10.12               | ■ Children's Services \$9.92                          |
| ■ Environment and Health \$7.61          | ■ City parks \$4.95                                   |
| ■ Housing and community amenities \$4.52 | ■ Public spaces and safety \$4.40                     |
| ■ Recreation \$4.35                      | ■ Libraries \$3.44                                    |
| ■ Other construction \$3.21              | ■ Governance \$2.79                                   |
| ■ Swimming pools \$2.77                  | ■ Community services and education \$2.22             |
| ■ Culture \$2.16                         | ■ Economic development and employment planning \$2.05 |

## General Manager's Message

This annual report shows you our journey over the 12 months to 30 June 2011. It will give you an insight into how we're travelling financially – ending the year with a \$58,764 surplus after starting the year with a budgeted deficit of \$18,327. It also shows the steps we've achieved in our four year delivery program - 20 out of 21 of our programs were 'on target', which means more than 90% of service activities were completed.

But we do not work in isolation. Council continued to take a planned, proactive approach and develop strong partnerships to help meet the challenges and take advantage of the opportunities a growing population brings. It is through this kind of strong leadership, effective planning and partnership building that Council will ensure Penrith City fully realises its potential as a Regional City.

The major challenges, but also high points, were the approval of a special rate variation and the implementation of the three bin domestic waste system. Council took the lead in these matters. Both have impacts on our communities, but will realise vital long term benefits in terms of being able to implement important programs and maintain our assets to better match our communities' stated priorities and expectations.

So, what do our residents and ratepayers think of our work? Council periodically engages an external body to conduct an independent survey of Penrith City's communities. The 2011 Customer Survey showed satisfaction with Council's performance, the performance of Council staff and value for rates dollar. We're considering running this survey every year rather than every two years as it helps us better gauge our communities' issues and concerns. We agree with our communities that the 12 months to 30 June 2011 have been challenging on several fronts for Council and the City.

It was pleasing to note the Independent Pricing and Regulatory Tribunal's commendation of Council's productivity gains of more than \$3m over the past two years.

The special rate variation will fund a \$24m program of works over four years which will include a much needed boost to infrastructure and assist in maintaining our current assets.



The three bin service is now more accepted and is viewed as the future of waste management across Australia. It has boosted the amount of waste diverted from landfill from 20% of total waste to more than 60%.

Importantly, with our communities now embracing the system, significant savings will flow through as the cost of using dwindling landfill skyrockets.

I look forward to Council and the community working together to continue to tackle challenges and celebrate successes into the future.

**Alan Stoneham**  
General Manager

## Deputy Mayor's Message

As outgoing Deputy Mayor, I'd like to congratulate Penrith City Council staff for their efforts over a highly productive year and the community for its support in challenging times. I'd also like to take this opportunity to acknowledge some of the highlights Penrith City Council and staff have achieved.

I was fortunate to represent Council and our communities at various awards presentations. In 2010-11, Penrith City Council received prestigious awards and state-wide recognition in several areas including: road engineering, cultural programs, health initiatives, communication with the community, Penrith Valley tourism, regional cooperation as well as multiple awards recognising our community for their diligence in recycling their waste through the domestic three bin service.

As this report will detail, achievements in 2010-11 which greatly benefit our community include several refurbished community halls and centres, an upgraded Penrith Swimming Centre with great facilities, a local road network that is steadily improving, completion of the Penrith Valley Sports Hub delivering great facilities to our Stadium and the Howell Oval Pavilion, a strong increase in online library transactions and uptake of eBooks, a dynamic, quality childcare service and the continued rejuvenation of our more established suburbs.

I've also enjoyed working closely with Council and seeing first hand the many successful community and civic events, celebrations, openings and launches throughout 2010-11.

I look forward to seeing Penrith City go from strength to strength as Council continues to build on these successes and plans to meet the challenges ahead. Thank you Councillors and Council staff for your full service and dedication. Most importantly thank you to our communities.

*Note: Deputy Mayor Jim Aitken OAM was Council's key representative from February 2011, when the Mayor Kevin Cramer OAM stepped down.*

*Jim Aitken*

**Cr Jim Aitken OAM**  
**Deputy Mayor**



# Highlights - Down Your Way

This is a snapshot of some of Council's activities, events and achievements by suburb.

## Berkshire Park

Berkshire Park Recreational Area, which includes a hall, picnic area and play equipment, was officially opened. The facility is a tribute to the dedication of the community and in particular the Berkshire Park Llandilo Shanes Park Community Action Group.

Council's Magnetic Places Program and Nepean Migrant Access provided new picnic tables which local residents painted giving a creative touch to the park. Council marked out car parking spaces and installed fencing to keep cars out of the park.

## Castlereagh

A free family festival was held at Castlereagh to celebrate the 200th anniversary of Lachlan Macquarie's swearing in as NSW Governor.

Festival activities included rides, historical re-enactments, an art display, food stalls, an historic bus tour and entertainment featuring local performers.



## Claremont Meadows

A series of community gardening workshops titled *Sustaining the Meadow* for residents was held in Claremont Meadows. The initiative was run through the St Marys Community Development Project and was part of Council's Magnetic Places Program. The workshops showed residents how to grow vegetables organically in the suburbs.

## Cranebrook

More than \$190,000 of road works were completed to revamp the busy Cranebrook Road and Boundary Road intersection. Most of the civil works – including a new road surface, kerb and gutter works, line marking and layout improvements at the intersection – were completed by Council staff.

Council worked closely with the Cranebrook Neighbourhood Advisory Board to promote the *Choose Respect* theme in the community. The Advisory Board is made up of a range of government and local social service providers. The theme gives individuals, schools, workplaces and whole communities a framework and common language within which to foster a positive culture.

## Emu Heights

Clissold Reserve came under the spotlight with local students planting 1,500 plants over the past five years to create a buffer to the creek line vegetation. On National School Tree Planting Day in July, Council launched its revamped bushland management trailer at the reserve. Its new signage promotes Council's conservation activities in your community.

## Emu Plains

Residents and visitors began to see the benefits of Council's ongoing rehabilitation works at three connected sites in Emu Plains: Huntington Reserve, Hollier Reserve and Leonay Wetlands. They comprise six hectares of endangered River-flat Eucalypt Forest along Jamison Creek. Council workers and Bushcare volunteers tackled overgrown weeds to allow more native plants to flourish and attract native animals and birds.

The works come under the 2008-13 project to revitalise the environment in Emu Plains under the Plan of Management for the Jamison Creek Riparian Corridor. That plan was developed to help conserve biodiversity and maintain the ecosystem. The project has been assisted by the NSW Government through its Environmental Trust.

Matched funding came from Council's Enhanced Environmental Program.



## 2010-11 highlights

- Waste to landfill diversion increased to 60.5%, an increase from 20.5% since the three bin waste collection service was introduced to allow recycling of organic waste
- Significant savings of more than \$3.55m were made in bulk earthworks substantially completed at a former tip site in Gipps Street, Claremont Meadows, which will become a district park
- \$200,000 was received for the Mondo Community Safety Project under the Federal Government's Safer Suburbs program. It is a youth engagement project which aims to encourage young people to use public spaces in Penrith City.
- Three blackspot road projects completed and \$870,000 was secured for 2011-12 projects
- 3.5km of footpaths and shared pathways were completed – one kilometre more than our target
- 35 civic and community events were held including a successful community Australia Day celebration
- 600 residents attended Seniors Week concerts
- Building works were completed on southern end of Penrith Park and Howell Oval
- Development worth \$231m was approved through Development Applications and construction worth \$20m approved through Construction Certificates
- Increased enrolment of Aboriginal children in Council's child care centres
- Council's activities continued to win awards
- Federal funding of \$2.7m was secured for Stage 2 of the Penrith Recycled Water project to irrigate sporting fields and significant state and federal government funding was secured for the Stormwater Harvesting and Managed Aquifer Recharge Scheme, mainly to irrigate recreation areas
- 6% reduction of waste generated from Council operations from 2009-10, through reuse and recycling initiatives, as well as a reduction in Council's consumption of electricity and gas and an increase in the organisation's use of green power

## Glenmore Park

Glenmore Park was one of the suburbs which Council's Mobile playvan visited during Children's Week - Wallacia, Cranebrook, St Marys, Penrith and Claremont Meadows were also on the itinerary.

In partnership with Glenmore Park Brumbies, Council installed floodlights and fencing at Ched Towns Reserve as a result of Community Building Partnership funding from the NSW Government.

Council funded 10 community projects through the Glenmore Park Community Initiatives Grants Scheme to a total of \$20,000. Projects funded included after school activities, youth programs, a family fun day, a women's group and support for the local Probus Club.

## Kingswood

The Kingswood Family Fun Day was held at Wainwright Park with free entertainment including children's activities, a barbecue and an opportunity for residents to tell Council officers their wishes for their local area. Council ran the event under its Neighbourhood Renewal Program with support from Mission Bronte Child and Family Services, BTG St Marys, Kingswood Anglican Church and Fusion Youth Services.

## Llandilo

Llandilo was the focus for Council's award-winning Neighbourhood Renewal Program in 2010-11. One of the projects, *Postcards from Llandilo*, saw Llandilo Public School Year 5 students listen to stories about cultural perspectives of local people, including people newly arrived from China and long term residents from various backgrounds. From this the children drew and wrote about their own story of living in Llandilo to share with others.

## Londonderry

Council approved a deal which saw it work with Hawkesbury City Council to jointly fund maintenance of The Driftway in Londonderry. The road falls in the Hawkesbury local government area, but is heavily used by Penrith City residents.

With the lure of free pizza, young people from Penrith City's northern areas such as Londonderry, Llandilo, Berkshire Park, Castlereagh and Agnes Banks attended a fun event to find out more about local activities tailored to their interests. The event was part of Council's Youth Action Plan 2010-13, developed after consultation with young people.

## Mulgoa

Mulgoa and Cranebrook were the venues for rural land owners' workshops which highlighted better biodiversity. Council assigned a consultancy group to run the workshops, reflecting Council's priority to protect and enhance biodiversity on rural lands.

## Penrith

A \$5m Federal Government grant allowed the Southern Stand of Penrith Football Stadium to be redeveloped and significant progress was made on constructing a new cricket pavilion at Howell Oval.

Work began on replacing the concourse around the 50 metre pool at Penrith Swimming Centre. A pool hoist for people with disabilities was also installed.

## Regentville

The Rural Fire Service (RFS) Cumberland Zone's Fire Control Centre at Regentville was officially opened. It was made possible through the close cooperation of Penrith City, Blacktown and Fairfield councils and the State Government as the centre services a large geographical area.

A new Bushcare group was formed to help protect bushland along School House Creek in Regentville where two echidnas had been found. Council took community views on board to create a management plan for the site which targets removing weeds planting to sustain the echidna habitat.

## St Clair

Refurbishment works began on St Clair Branch Library thanks to \$724,000 funding from the third round of the Federal Government's Regional and Local Community Infrastructure Program. The works will be completed in the next reporting period. The funding also went towards installing lights at the Roper Road Sporting Field and the Erskine Park High School playing field.

St Clair Recreation Centre offered the community a new range of programs including Zumba, indoor hockey, a sports program for people with disabilities and a multi-sport children's program.

## St Marys

Council's Neighbourhood Renewal Program worked with new media company CuriousWorks to support residents to tell their stories and make positive contributions in their neighbourhood.

A team of St Marys residents from a wide age range and with diverse cultural and social backgrounds were trained in multimedia development, editing and online publishing. The residents then interviewed other residents to make digital media works which were linked to maps on the Neighbourhood Stories website.

The initiative won a prestigious Local Government and Shires Associations of NSW Cultural Award (Integrated Cultural Policy Implementation), which recognised outstanding work in cultural policy, planning and programs. Council's award highlighted the successful collaboration between Penrith City Council, St Marys Senior High School, CuriousWorks and residents in our community.

Access to a shopping centre was improved by a pathway from Carinya Avenue, St Marys to the St Marys Village Shopping Centre.

Visual art created in the OpticStories Workshops at St Marys Corner Community and Cultural Precinct was part of a free event, *Hip Hop Projections 6*, showcased at the Switch Digital Arts Centre Parramatta.

In St Marys, Council launched its joint initiative with Mission Australia to help boost literacy of zero to five year old children. The *Paint Penrith REaD* program, with its mascot Rooby Roo the kangaroo, was thereafter a familiar sight throughout Penrith City. The program encourages everyone in the community to support children's early literacy skills from birth so they will be ready for reading and writing at school. It complements services and facilities offered by Council's libraries at Penrith, Emu Plains, St Clair and St Marys. Council's childcare centres also supported the program. Penrith City Library and 24 childcare centres and preschools also took part in National Simultaneous Storytime in May.

## Wallacia

The amenities block at Wallacia Reserve was revived thanks to a \$80,000 boost from Council. The works included an accessible toilet, footpaths and landscaping around the block as well as sensor lighting and removing of several dead trees.

## Werrington

A 400m section of a missing link footpath through Werrington Creek Reserve was completed giving residents and visitors easy access to the amenities. The path was jointly funded by the State Government and Penrith City Council through the Community Building Partnership Program. Werrington Park is a large area offering a range of recreational opportunities and also has a new amenities block and playground.

Asset renewal of Penrith Valley Regional Sports Centre was substantially completed with the help of an \$850,000 Council grant.

## Awards and Accolades



In May 2011, the *Neighbourhood Stories – St Marys Project* won a prestigious NSW Local Government Cultural Award. From left, Council's Community Development Manager Erich Weller, Elias Nohra from CuriousWorks, Council's Cultural Development Officer Cali Vandyk-Dunlevy, Neighbourhood Renewal Program Co-ordinator Jeni Pollard, Senior Cultural Development Officer Karen Harris and Cultural Precinct Co-ordinator St Marys Corner Adnan Begic.

### Council's work continued to win awards in 2010-11 including:

- Council's Visitor Information Centre won the Gold Award (Tourism Services) in the Greater Sydney Tourism Awards.
- The Penrith City Centre High Pedestrian Activity 40km p/h Area Scheme won an IPWEA Engineering Excellence Award.
- Penrith Councillor Karen McKeown received a Minister's Award for Women in Local Government (Metropolitan Elected Representative).
- Council's Penrith Inclusion Plan – *People with Disability 2009-2013* was launched in December 2009 with 84 actions and strategies to make our local area more inclusive and accessible for people. Council was named a finalist in the National Disability Awards in November 2010 for the plan.
- St Marys Children's Centre won the Outstanding Child Care Services category of the St Marys Mt Druitt Star local business awards in September 2010.
- Council received the Local Government Managers Australia (LGMA) Bronze Award for its Vision for 50/50 Gender Equity.
- Council was awarded a commendation for its draft Health Strategy and Action Plan, in the category of Planning for Healthy Urban Environments by the NSW Division of the Planning Institute of Australia.
- Children's Services staff member Kathy Leggatt was presented with a Pride of Workmanship Award in November 2010.
- Council's Women's Strategy won a 2010 National Local Government Award and is currently being implemented by Council in partnership with the community sector.
- Council received a prestigious Excellence in Sustainability highly commended award for its three bin domestic waste system.
- Staff member William Robertson won the 2010 State Medal for Outstanding Performance on completion of the Certificate III Horticulture – Parks and Gardens.
- Staff member Therrie Zadravec received the TAFE Western Sydney Outstanding Achievement Recognition in the Diploma of Management course.





# What is Governance?

To place Penrith City Council in a broader context, local government is not recognised in the Australian Constitution, but a national referendum is expected to be held in 2013 to ask Australian residents if it should be, therefore giving local government financial recognition. If passed, the referendum will ensure direct funding of local councils is protected as it is now challenged legally.

A legal basis for the formation of local governments was created in 1859, when the first general municipal legislation was proclaimed in NSW. This is despite Sydney and Melbourne councils having operated since almost two decades earlier.

Today, local governments derive their power and responsibilities from the Local Government Act 1993 NSW which gives councils a charter comprising principles which should drive councils' functions. These include:

- community leadership;
- custodianship and trusteeship over public assets;
- facilitating development, improvement and co-ordination of local communities; and
- an obligation to inform their communities and the State Government of the Council's activities.

More than 135 Acts influence the work of councils including the Environmental Planning and Assessment Act 1979, the Roads Act, Rural Fires Act, the Local Government Act and Occupational Health and Safety Act.

Penrith City Council's key roles are as leader, advocate, custodian, facilitator, educator, regulator and service provider. For more information on Council's role, see this report's Introduction Section.

# Our Councillors

## North Ward Councillors



Kevin Cramer  
OAM



Ross Fowler  
OAM



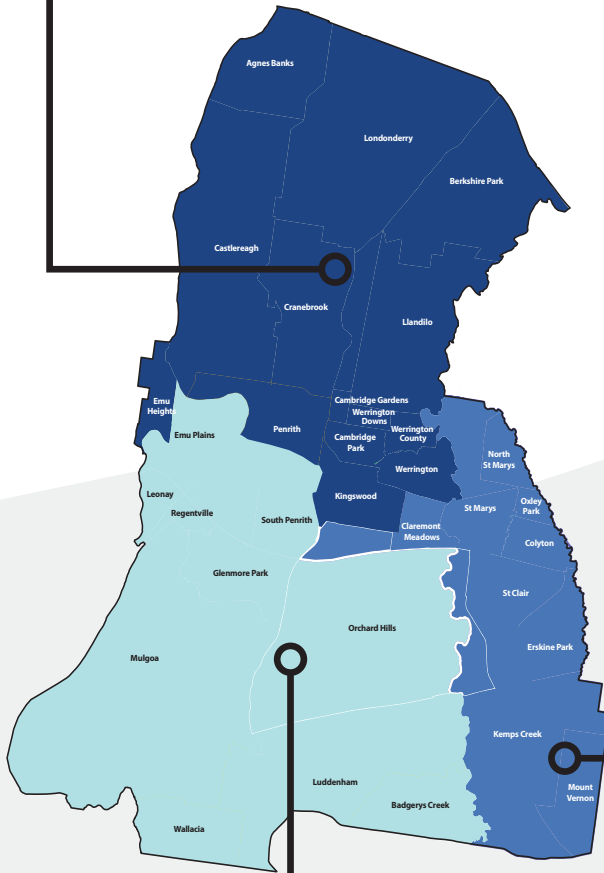
Ben Goldfinch



Kathryn Presdee



John Thain



## East Ward Councillors



Kaylene Allison



Greg Davies



Tanya Davies



Jackie Greenow



Marko Malkoc

## South Ward Councillors



Jim Aitken  
OAM



Robert Ardill



Mark Davies



Prue Guillaume



Karen McKeown

# Democratic Governance

## The Council

15 Councillors – five for each of the wards - North, South and East - are elected to represent Penrith City communities. Councillors must exercise their responsibilities as conscientiously as possible focusing on promoting the principles of good, democratic governance.

Councillors have undertaken essential training on ethical standards and behaviour expectations including the Code of Conduct. Such training helps make Councillors aware of the key values of leadership and integrity. It also aims to guide their attitudes and behaviours.

## Mayor and Deputy Mayor

Councillors Kevin Crameri OAM Penrith City and Jim Aitken OAM were elected in September 2010. Both have extensive experience as elected Councillors.

Mayor Cr Crameri OAM served Penrith City for nearly 23 years, including as Mayor from 1996 to 1997 and Deputy Mayor from 1988 to 1989. A long time local, Cr Crameri has a strong volunteering ethic including roles as Deputy Captain of the Llandilo Rural Fire Service Brigade and a patron of the Nepean Historical Society. He is a qualified fitter machinist, chainsaw operator and tool maker and operates a small farm. He was awarded an Order of Australia medal (OAM) in 1999 for his service to local government and the community.

Jim Aitken OAM was elected to Penrith City Council in 1995 and was re-elected in 1999 and 2004. Cr Aitken has provided 15 years of continuous service to the community including a term as Mayor in 2008-09. He has lived in the local area for 48 years and is a patron of many sporting and other organisations. Cr Aitken operates his own group of companies, the Jim Aitken Group, comprising real estate offices and restaurants with more than 200 staff.

He represents Council on boards and committees including Western Sydney Regional Organisation of Councils (WSROC) and is a Director on the boards of the Penrith Business Alliance and Penrith Whitewater

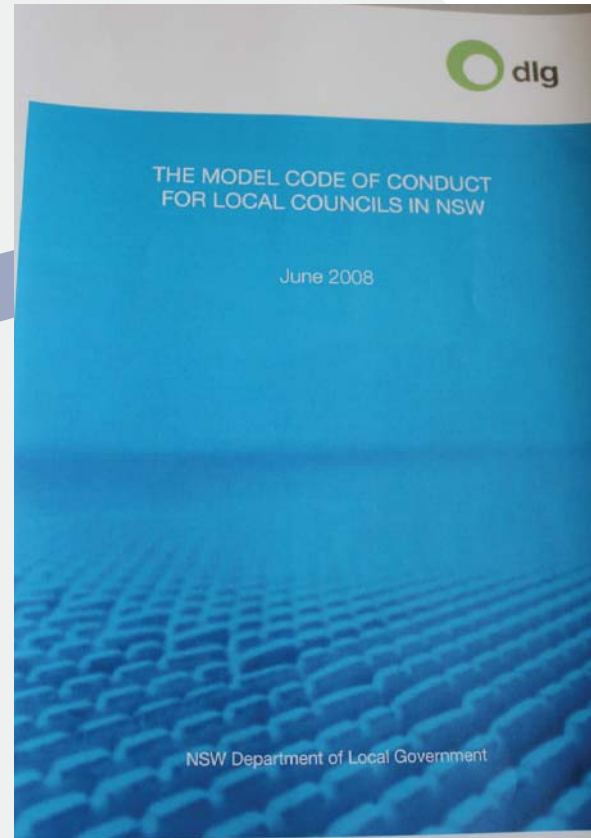
Stadium. Cr Aitken is a Fellow of the Australian Institute of Management and was awarded the Medal of the Order of Australia in 1998 for service to the community of the Penrith district, particularly through youth welfare and service organisations and to local government.

## Code of Conduct in Action

Under Council's Code of Conduct, the General Manager is responsible for assessing complaints made which allege breaches of the Code of Conduct. This is in accordance with the assessment criteria provided within section 13 of the Code, to determine whether the matter should be referred to a Conduct Review Committee.

The code has proven robust when tested in 2010-11 following complaints against the then Mayor Cr Kevin Crameri OAM.

Crameri stood down as Mayor on February 28 and his role was filled by Deputy Mayor Jim Aitken OAM for the rest of the financial year.



## Council Meetings

Council meetings must be conducted in accordance with legislative requirements and members of the public have opportunities to take part in the decision making process in line with Council's Code of Meeting Practice.

However, when Council deals with highly sensitive legal or commercial issues, it may decide to work in confidence. Every effort is made to minimise such reports brought before the Council. In 2010-11, Council held 15 ordinary meetings and no extraordinary meetings. 32 members of the public addressed Council and committee meetings on issues and business items.

Council's Code of Meeting Practice complies with the Local Government (General) Regulation 2005. Council benchmarks itself

against other councils to finetune and improve its practices in this area. Resources on the code, such as a video presentation which is shown to members of the public before Council meetings, was updated. Brochures were also made available.

## Policy Review Committee Meetings

In 2010-11, Council held 12 Policy Review Meetings to give Councillors opportunities to discuss and review policy issues. These meetings were open to the public. The decisions and recommendations made at Policy Review Committee Meetings were then presented to the next Ordinary Council Meeting for adoption.



Being a Councillor is about meetings and much more. Here Deputy Mayor Jim Aitken OAM and Junior Mayor Zahan Madon join the community in celebrating the St Marys Spring Festival.

# Councillor attendance at meetings 2010-11

Councillors	Ordinary Meetings		Policy Review Committee Meetings	
	Number	Attended	Number	Attended
Cr Jim Aitken OAM	15	15	12	10 ♦ ■
Cr Kaylene Allison	15	14 ■	12	10 ♦ ■
Cr Robert Ardill	15	13 ♦ ■	12	9 ♦♦ ■
Cr Kevin Crameri OAM	15	15	12	11 ●
Cr Greg Davies	15	15	12	12
Cr Mark Davies	15	15	12	10 ♦ ●
Cr Tanya Davies	15	15	12	9 ♦♦♦
Cr Ross Fowler OAM	15	14 ●	12	9 ♦ ● ■
Cr Ben Goldfinch	15	14 ♦	12	10 ■ ■
Cr Jackie Greenow	15	15	12	11 ♦
Cr Prue Guillaume	15	15	12	11 ♦
Cr Marko Malkoc	15	15	12	10 ♦ ●
Cr Karen McKeown	15	14 ■	12	10 ■ ■
Cr Kathryn Presdee	15	14 ■	12	11 ■
Cr John Thain	15	15	12	11 ♦

♦ Apology

● Leave of Absence granted for Council related business

■ Leave of Absence granted

## Councillor Committees

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

- NSW Department of Community Services;
- Western Sydney Area Assistance Scheme Local Ranking Committee;
- Bush Fire Management Committee;
- Hawkesbury River County Council;
- Local Emergency Management Committee;
- Cumberland Rural Fire Service Zone Liaison Committee;
- Floodplain Management Authorities;
- Local Government Advisory Group for the Hawkesbury Nepean River;

- T S Nepean Building Facilities Management Committee;
- Jamison High School Community Centre Management Committee;
- Local Traffic Committee;
- Penrith Valley Sports Foundation; and
- Western Sydney Academy of Sport Advising Forum.

**Internal committees** with Councillor representatives include:

- Heritage Advisory Committee;
- St Marys Development Committee;
- Senior Staff Recruitment/Review Committee;
- Penrith Valley Community Safety Partnership;
- Access Committee;
- Penrith International Friendship Committee;

- Audit Committee;
- Penrith Flood Advisory Consultative Committee; and
- Waste Services Committee.

During 2010-11, Council also had delegates or directors elected to the boards of:

- Penrith Business Alliance Limited (PBA).
- The Western Sydney Regional Organisation of Councils (WSROC);
- WSROC Group Apprentices Limited;
- The Penrith City and District Business Advisory Centre Limited;
- Penrith Sports Stadium Limited;
- Westpool;
- United Independent Pools;
- Penrith Performing and Visual Arts Ltd;
- Ripples St Marys Aquatics and Recreation Ltd; and
- Penrith Whitewater Stadium.

Council also had representation on the following incorporated associations:

- St Marys Town Centre Association;
- Penrith City Centre Association; and
- Children's Services Co-operative.

## Community engagement – talking with our communities

Council values the community's ideas and opinions and is keen to include these in our decision making processes. This ensures our communities needs and concerns are noted and addressed. Draft plans, strategies, policies and planning instruments are placed on public exhibition which allows the community to have their say on issues important to them.

## Documents placed on public exhibition during 2010-11 included:

- Draft Amendment to Penrith Development Control Plan 2006; Draft

Amendment to Draft Penrith Control Plan 2008 (Waterside Estate);

- Panthers Penrith Planning Proposal;
- Resource Strategy – including five Asset Management Plans: Parks, Transport, Drainage, Plant & Fleet and Buildings;
- Community Engagement Strategy;
- Voluntary Planning Agreement for 73 Great Western Highway, Emu Plains for car parking;
- Redevelopment of Coachman's Park, St Marys;
- Draft Personal Trainer and Commercial Fitness Group Policy; and
- Funding Our Future (Special Rate Variation proposal).

In 2010-11 Council began reviewing its Community Engagement Strategy to ensure its principles and methods continue to be robust. As part of the review, there were three focus groups each with 20 participants from across Penrith City held in January. The attendees represented a broad cross section of the community with male and female participants aged from 15 to more than 65.

The groups explored residents' views on Council's methods of community engagement in the lead up to discussion with the community on its financial position and proposal to apply for a special rate variation (SRV).

Key outcomes resulted in a letterbox drop to residents with a personal letter, messages sent through the local newspapers, Council's official community newsletter, public exhibition of the proposal at locations and meetings throughout Penrith local government area.

The focus groups also recommended Council disseminate information about the special rate variation plan through information stalls at events, Senior Council officers attending meetings of local community groups, Council's website, local radio stations, emails, a dedicated hotline phone number and existing community groups.

Council undertook these recommendations as well as consulting at high level with the

Penrith Business Alliance, Penrith Valley Chamber of Commerce, Penrith City Centre Association, St Marys City Centre Association and the Penrith Valley Sports Foundation.

The focus of these meetings was to gauge in principle acceptance and acknowledgement of the need for and intent of the proposed SRV. For more information see Council's audited **Financial Statements**.

## Controlled entities

Controlled entities in which Council held a controlled interest were:

- Penrith Performing and Visual Arts Limited;
- City of Penrith Regional Indoor Aquatic and Recreation Centre Limited (Ripples Leisure Centre, St Marys);
- Penrith Whitewater Stadium Limited; and
- Penrith City Children's Services Co-Operative Limited (including 24 advisory committees).

## Penrith Performing and Visual Arts Limited

Penrith Performing and Visual Arts (PP&VA), established in 2007, is an internationally unique combination of the visual and performing arts and arts education. It brings together the Joan Sutherland Performing Arts Centre (JSPAC), the Penrith Conservatorium of Music, the Q Theatre Company and the Penrith Regional Gallery and The Lewers Bequest. PP&VA delivers dynamic cultural and arts education programs for the people of Penrith City, Western Sydney and beyond.

JSPAC is a popular venue that presents the best in music, theatre and dance. It is also home to the Conservatorium and the Q, which presents and produces great Australian theatre.

With its heritage garden setting, the Penrith Regional Gallery and The Lewers Bequest in Emu Plains is one of Australia's most beautiful regional galleries and presents world class exhibitions.

These cultural facilities and the services they offer are a valuable resource for our community and region, and help ensure Penrith City is recognised as a centre of cultural diversity, excellence and access.

For more information on the PP&VA visit:

<http://www.jspac.com.au>



## Ripples Leisure Centre

Ripples St Marys Leisure and Hydrotherapy Centre is a year-round hive of community activity. Ripples is more than just a gym. The centre includes a 25m indoor heated pool and 50m outdoor pool, a spa and sauna, a fully equipped gym, group fitness classes, a hydrotherapy centre, crèche, café and swim pool shop. It offers Learn to Swim lessons all year round for all ages and the hydrotherapy centre holds special needs learn to swim classes. Ripples' exercise physiologists based in the hydrotherapy centre also have a program to help tackle Type II Diabetes.

Ripples is a popular venue for children's birthday parties and school holiday activities and is also home to a nationally competitive swim club.

The Royal Life Saving Society gave Ripples a Five Star Safety Rating in 2010-11, confirming it exceeds stringent guidelines and benchmarks. Ripples conducted water safety months throughout the year and worked closely with the Royal Life Saving Society. Ripples also worked with childcare centres within St Marys / St Clair / Mt Druitt and Erskine Park and conducted water safety presentations to children enforcing the importance of water safety in and around the home.

Additionally, Ripples worked with 20 local businesses on a campaign called Ripples Supporting Local Businesses. It aims to add value to Ripples' membership by giving members a loyalty card they can use within any of the 20 businesses for a 10% discount on purchases.

A new indoor pool air heating and ventilation system was installed in December 2010 in the indoor aquatic centre. This has helped Ripples increase usage by 10,000 visits annually with visitation now around 500,000 each year.

In 2010-11, Ripples was a finalist for the St Marys/Mt Druitt Local Business Awards.

To find out more visit:

<http://www.ripplesnsw.com.au>

Ripples had a surplus of \$64,000 at the end of the financial year, an improvement from the 2009-10 result of a \$134,000 deficit.

## Penrith Whitewater

Penrith Whitewater stadium is a community legacy of the Sydney 2000 Olympic Games. Built as the competition venue for the canoe/kayak slalom events, it is believed to be the only man-made whitewater course in the southern hemisphere.

The construction of the Stadium was a joint venture between Penrith City Council, the International Canoe Federation and the Olympic Co-ordination Authority. The stadium is financially viable and is a significant community resource. Since 2000, it has been

successfully adapted for leisure use by the general public with strong support from visitors and locals alike.

The stadium regularly gives our City national and international publicity and exposure. It means we can regularly host local, interstate, national and international competitions and events, including most recently the World Masters Games.

For more information on Penrith Whitewater Stadium visit:

<http://www.penrithwhitewater.com.au>

Penrith Whitewater Stadium had a surplus of \$185,545 at the end of the financial year, an increase from the 2009-10 result of a \$4,583 surplus. The \$185,545 surplus reflects the finalised audited surplus with the financial statements included later in the report reflecting the draft audited surplus, which was supplied at the time of producing the draft financial statements. As the difference is considered immaterial, the change will be reflected in the 2012-13 financial statements.

## Penrith Business Alliance

The Penrith Business Alliance (PBA) is an independent entity established and funded by Council to attract investment and employment opportunities, and promote the growth of Penrith as a Regional City. The PBA's key achievements for 2010-11 include:

- completion of the 'Strategic Vision for the Penrith Health and Education Precinct';
- preparation and distribution of marketing material 'Driving Sydney's Growth' to promote business development and relocation to Penrith; and
- completion of 'The Penrith Valley Economic Corridor Report' a key tool for marketing Penrith's diverse strengths, based on the concept of an economic corridor stretching from North Werrington to the Nepean River. The PBA is currently analysing options for the revitalisation of the Penrith City Centre.

<http://www.penrithbusinessalliance.com.au>



## National Growth Areas Alliance

Council is a member of the National Growth Areas Alliance (NGAA), which represents the interests of 24 of Australia's fastest growing local government areas and 25% of Australia's metropolitan population. The NGAA aims to provide input to Federal Government policy and to advocate for needed infrastructure and services for growth area councils.

Key achievements for 2010–11 include appointment of the NGAA Chairperson to the Steering Committee for Australian Council of Local Government; and appointment of the NGAA CEO to the National Housing Supply Council and to the Federal Government's Sustainable Population Strategy for Australia - Demographic Change and Liveability Panel.

NGAA advocacy is reflected in the Federal Government's 'National Urban Policy', 'Sustainable Population Strategy Demographic Change and Liveability Panel report', 'Cities Strategy Discussion Paper' and Infrastructure Australia's report 'Getting the Fundamentals Right for Australia's Infrastructure Priorities'. The prominence of the NGAA as an advocate for growth area councils was reflected in their

invitation to participate in the 2011-12 Federal Budget lockup.

For more information visit

<http://www.ngaa.org.au>

## Planning for tomorrow's Mayors and Councillors

Penrith City communities have at their disposal a diverse range of services which Council provides. To help raise awareness about these services, Council regularly hosts visits from schools, groups, organisations and international delegations to inform them about our operations, activities and achievements. Council's popular Junior Council competition draws many entries from primary school age students keen to gain an insight into local government.

About 100 entries were received for this year's competition which asked students to say why they would like to be on Council. Most entries were digital film files.



# Organisational Structure

**General Manager - Alan Stoneham**

**Directors - Craig Butler & Barry Husking**

**Group Managers**

Group	Program	Service	Department and Manager
<b>CITY INFRASTRUCTURE Wayne Mitchell</b>			
	Major Infrastructure Projects and Design	Design & Project Management	Major Projects <i>Craig Ross</i>
	Roads, Footpaths and Buildings	Building Maintenance & Construction Civil Construction & Maintenance Fleet & Plant Maintenance	City Works <i>Hans Meijer</i>
	Traffic, Parking and Drainage	Development Engineering Floodplain & Drainage Engineering Traffic Management, Parking & Road Safety	Engineering Services <i>Adam Wilkinson</i>
<b>CITY PRESENTATION David Burns</b>			
	Community Facilities	Cemeteries Neighbourhood Facilities Management	Public Domain Amenity & Safety <i>Yvonne Perkins</i>
	Public Spaces and Community Safety	Community Safety Public Domain Maintenance	
	Parks	Bushland Management City Parks	Parks <i>John Gordon</i>
	Sport and Recreation	Recreation & Leisure Facilities Management	Recreation <i>Andrew Robinson</i>
	Waste Management and Community Protection	Emergency Services Management Regulatory Control Waste Management	Waste & Community Protection <i>Tracy Chalk</i>
<b>FINANCE Vicki O'Kelly</b>			
	Corporate Finance	Financial Services Purchasing & Supply Operational Planning Risk Management & Insurance Property Development & Management	Financial Services <i>Andrew Moore</i> <i>Ken Lim</i> <i>Ken Muir</i> Property Development <i>Brian Griffiths</i>
<b>INFORMATION &amp; CUSTOMER RELATIONS Brian Steffen</b>			
	Community Information and Events	City Partnerships Communications Marketing Customer Service	Corporate Communications & Marketing <i>Barbara Magee</i> Information Mgt & Technology <i>Chris Gardner</i>
	Corporate Support	Information Technology Mapping Information / GIS Records Management	Information Management & Technology <i>Chris Gardner</i>
	Libraries	Libraries	Library <i>Colin Stevenson</i>
<b>LEADERSHIP Ruth Goldsmith</b>			
	Planning and Advocacy	City Planning Regional Planning & Advocacy	Sustainability & Planning <i>Paul Grimson</i>
	Strategic Planning Sustainability	Strategic Planning Sustainability Planning	
<b>LEGAL &amp; GOVERNANCE Stephen Britten</b>			
	Corporate Governance	Corporate Governance Council & Executive Support Legal Services	Legal & Governance <i>Glenn Schuil</i> <i>Matthew Bullivant</i>
<b>PEOPLE &amp; PLACES Roger Nethercote</b>			
	Children's Services	Children's Services	Children's Services <i>Janet Keegan</i>
	Community Wellbeing	Community & Cultural Development Lemongrove Retirement Village Neighbourhood Renewal	Community & Cultural Development <i>Erich Weller</i>
	Development Applications	Building Approvals & Certificates Development Applications	Development Services <i>Paul Lemm</i>
	Environmental and Health Management	Environmental Health	Environmental Health <i>Graham Liehr</i>
<b>WORKFORCE &amp; WORKPLACE Linden Barnett</b>			
	Corporate Workforce	Workforce & Workplace	Workforce & Workplace <i>Danielle Welsh</i>

## Leadership Team

The Leadership Team comprises the General Manager, Alan Stoneham, who is supported by two experienced Directors – Barry Husking and Craig Butler.

**Alan Stoneham** was appointed General Manager on 2 July, 2008. He has planning qualifications, a background in town planning and significant local government experience on a range of strategic land use and corporate planning matters.

**Barry Husking's** local government experience includes senior management roles at Penrith, Fairfield, Hawkesbury and Ku-ring-gai Councils. His responsibilities have spanned the financial, property, strategic planning, risk management, human resources and information technology functions. Barry holds finance and local government qualifications and is a member of both CPA Australia and Local Government Managers Australia. He is a past member of CPA Australia's NSW Public Sector Committee including two years as its chairperson. He is also a member of the Australian Institute of Company Directors.



*Director Barry Husking, General Manager Alan Stoneham and Director Craig Butler*

**Craig Butler** has more than 32 years experience in local government planning. He is known for his strong foresight and has maintained a principal objective to ensure that Penrith City's growth is planned for in a sustainable fashion, environmentally, socially and economically.

## Group Managers.



*Group Managers from left to right: Ruth Goldsmith, David Burns, Brian Steffen, Vicki O'Kelly, Linden Barnett, Wayne Mitchell, Stephen Britten and Roger Nethercote*

## Our ethics in focus

### Ethical standards: Council's Code of Conduct

Council's Code of Conduct was adopted from the Model Code of Conduct for Councils in NSW, prescribed under the Local Government Act 1993.

Council endeavours to ensure all Councillors and staff are aware of and adhere to the ethical standards and expectations that the Code of Conduct advocates. By the end of August 2010, more than 800 Council staff had taken part in a series of workshops focusing on the code as well as values, behaviours and records management responsibilities. Council also finalised a statement of values and behaviours which was circulated to all staff for posting at their workstations.

The statement describes core values and behaviours to allow staff to demonstrate their commitment to customers and co-workers as well as encourage staff to work effectively with others and help focus on what is most important in their work.

The core values are: integrity, leadership, selflessness, impartiality, accountability, openness, honesty and respect.

Over the past year, workshops and training sessions were held regularly for Councillors and staff to support ethical decision making throughout the organisation.

To read the Model Code of Conduct for Councils in NSW go to [http://www.dlg.nsw.gov.au/DLG/Documents/information/Model\\_Code\\_of\\_Conduct\\_June\\_2008.pdf](http://www.dlg.nsw.gov.au/DLG/Documents/information/Model_Code_of_Conduct_June_2008.pdf).

### Internal Audit

Council recognises the importance of constant internal auditing to help maintain accountability, transparency and continuous business improvement. Internal audit also provides an additional line of defence against process weaknesses, misunderstandings, non-compliance and risks in general.

Council's Audit Committee oversees the work of Internal Audit to ensure its independence and to enhance the value of audit observation by adding additional expertise. Council's Internal Auditor conducts regular audits as part of the Audit Program which the committee adopted. Regular reviews of Council services, procedures and processes help identify where and how efficiency can be improved.

In 2010-11, reviews tended to confirm Council's operations were being run well, but also identified improvement areas. The audit of Penrith Swimming Centre found a strong focus on patron welfare and safety, but recommended more

### *Did you know?*

Council staff joined other local volunteers to help Fusion Youth Services renovate its premises in October. Fusion is a Christian youth and community organisation providing services and programs for young people, families, frail aged or people with disabilities. The organisation had moved to the former St Marys Bowling Club and, in the face of renovations totalling \$400,000, called on the community for help. Council gave staff the opportunity to lend a hand on full pay in line with Council's commitment to support its communities. Staff helped with landscaping, lawn maintenance, gardening, cleaning and organising.

attention to administrative issues and more support from head office would be beneficial.

The Children's Services Audit was outsourced to allow a specialist in this area to review operations. The auditor suggested minor improvements while also advising it was one of the best operations he had seen.

## Governance partnerships

Council aims to foster local, regional, national and international partnerships with other organisations. These partnerships give Council opportunities to learn from the successful governance practices of other organisations to further strengthen our own good governance.

Council maintains international partnerships with six sister cities in England, China, Korea and Japan and uses these links for information exchange as well as community and economic collaboration. Council also has a Friendship Agreement with Lachlan Shire Council along the same lines.

In 2010, two senior Korean government officials began their placements at Council as part of an international Research Fellowship Project. One researcher will be based at Council for 18 months, the other for two years. This initiative will give the Korean government officers a chance to learn about Council's values, strategic objectives and practices as well as allow Council officers to benefit from their contributions, comparisons and insights. One officer is researching audit and governance practices, the other the rollout of the National Broadband Network. The officers volunteered and have delivered weekly reports to Council staff in English on diverse topics about life and work in Korea.

They also assisted when Council hosted visiting commercial and government delegations from Korea.

## Legal Services

Council's Legal and Governance Department includes two qualified solicitors with extensive knowledge and experience, ensuring quality legal advice is provided in house to Council officers on a range of issues. Council's legal officers are responsible for overseeing

diverse legal matters and advising Council on legislative and regulatory compliance issues.

Council complied with laws and regulations, which meant there were zero sanctions laid against it in 2010-11.

For detailed information on legal proceedings dealt with in the past year, please see the Statutory Report section of this document.

## Information assets

As a government organisation dealing with large amounts of highly sensitive, confidential and commercial information, Council makes it a top priority to responsibly manage and disclose information. Principles of good governance, in particular accountability, drive how our information and records management systems operate.

Most information which Council retains is stored in an electronic records management system. This allows information to be stored, retrieved, managed and edited. It also allows documents needing action to be electronically assigned to the appropriate officers. Council also maintains traditional record-keeping archives to store documents that cannot be stored electronically.

No substantiated complaints were reported in the 2010-11 reporting period regarding breaches of customer privacy and losses of customer data.

## Access to Information

The Government Information (Public Access) Act 2009 (GIPA Act) replaced the Freedom of Information Act 1989 on 1 July 2010. The GIPA Act encourages the proactive release of information. Certain types of information require an information access request be lodged before Council is able to release the information. Council may withhold any information it deems against the public interest. Details of such requests from 2010-11 can be found in the Statutory section of this report.





# Our People

One of Council's key resources is its staff: 1,190 people – 906 permanent (76.1%), 152 temporary (12.7%) and 132 casual (11%) staff work for Penrith City Council.

One third of Council's workforce is involved in constructing and maintaining the City, one third in providing childcare services and the rest in library services, administration, planning, events, marketing, environmental health, civil design, surveying, mapping and community engagement to name a few.

Council aims to develop and implement policies and procedures to foster a spirit of cooperation and teamwork. It provides a flexible, family friendly work environment with diverse work conditions to suit individual roles and needs. Appropriate career opportunities, a strong occupational health and safety culture, regular staff planning and performance reviews and skills training and development are ways in which Council demonstrates it values its staff.

## Valuing our staff



*Customer Service Operator, Sarah Hall at the Penrith Civic Centre Customer Service Desk*

Council's large workforce represents a broad range of jobs and roles within the community. Staff members are equally valued and can benefit from a range of employment initiatives and training opportunities.

Females made up 57% of Council's workforce, with most females employed in the categories of clerk, customer relations, administration, paraprofessional and professional specialist. Two of Council's eight Group Managers are females. Men continued to work mostly as field operators, trade officers and as professional specialists.

Council's workforce in 2010-11 was largely middle aged and older: 46% of permanent employees were aged between 30 and 50; a quarter were over 50; and 29% were under 30. People with a disability accounted for 4.8% of Council's workforce, while just over 1% of staff identified as being Aboriginal or Torres Strait Islander. People with an ethnic background made up 9% of our workforce.

Staff retention slightly decreased over the past year. The overall staff turnover rate for 2010-11 was 8.17%, an 0.8% increase from 2009-10. Council's priority is to retain our qualified and talented staff. The turnover remained below Council's 10% benchmark and has been below the average for NSW local government for the past five years.

A challenge is the 12.29% employee turnover in the Children's Services Department, higher than Council's 12% benchmark for that area. Importantly, the average turnover of 11% over the past three years demonstrates that turnover is within manageable levels. However, ongoing monitoring is required to ensure that Council remains competitive within the sector and that any negative trends are identified and addressed.

Annual performance reviews are an important part of Council's staff management systems, with Council policy requiring all permanent staff to receive an annual performance review. In addition, Council completed its



review to streamline the skills and knowledge assessment process to allow staff more opportunities to progress through the salary system steps for their position. The simplified system, which was introduced in 2010-11, included automatic progression from entry level to Step 1 after 12 months service and a successful Employee Performance Planning Review rating of 'meets expectation' or above. Also, panel assessments were removed for Step 2 applications. Staff can also apply at any time for a Step 2 or Step 3 progression provided they have been in their position for at least a year.

## Equal Employment Opportunity (EEO) Management Plan

### 2010-11

Equal Employment Opportunity (EEO) is about ensuring all employees have equal access to the opportunities that are available at work by:

- making sure that workplaces are free from unlawful discrimination and harassment; and

- providing programs to assist members of EEO groups to overcome past or present disadvantage or discrimination in employment.

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

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

No incidents of discrimination were reported to Council in 2010-11. Council developed an Anti-Discrimination Policy and EEO Management Plan (2011-14). Council also engaged the Anti-Discrimination Board to facilitate EEO refresher training for staff from May 2011.



*Penrith Swim Centre Lifeguards Brendan Reid and Laura Mitchell*

EEO Group	Penrith LGA Community Profile (ABS Census 2006) % *Penrith Inclusion Plan People with a disability 2009-2013	Penrith City Council %
Aboriginal and Torres Strait Islanders	2.4	1.3
Women	50.5	57
People who speak a language other than English	13	9.7
People with a disability	13.5*	4.8

## Workforce diversity across Council

### Representation of EEO groups

The above table shows the representation of each EEO group across the organisation compared with the Penrith LGA community profile. (This comparison will form the benchmark for monitoring equal employment opportunity initiatives and programs for 2010-11 and future reporting periods).

EEO group representation indicates that:

- Continued focus on specific initiatives to attract Aboriginal and Torres Strait Islanders is needed. Council is aware that there is a level of under reporting with regard to ATSI identification and disclosure across the organisation;
- The representation of women in the organisation continued to exceed the community profile statistics;
- The representation of people who speak a language other than English was below that of the community profile; and
- Council's successful programs to attract, support and retain staff with a disability have resulted in a participation rate of 4.8% which is significantly higher than the average 0.8% participation rate reported by other metropolitan councils in the 2010 Census of Local Government

Employees. The participation rate was also higher than that of the NSW public sector, reported as being 3.9% in 2009. Council continued to implement and monitor strategies to give people with a disability employment opportunities within the organisation.

### *Did you know?*

In 2010-11, Council created a database of staff who speak a language other than English. This allowed particular staff to volunteer to be called upon to assist callers or visitors to Council. The database has 70 staff members registered as speaking a total of 30 languages.

## Learning and development opportunities which support EEO

Council has an ongoing program of refresher training initiatives incorporating equal employment opportunity, access and equity, disability awareness and diversity in the workplace. During 2010-11, 86 staff members attended these programs. A further 16 staff attended anti bullying and harassment training. These programs form part of an ongoing training strategy. Over the past two years 726 staff attended one of these programs.

Training and development programs for women include various training courses, seminars, conferences, workshops and opportunities to act in higher positions. During 2010-11, six women completed the Springboard Program and a further 56 women attended a conference, seminar or workshop specifically aimed at women. As well, 124 women accessed career development opportunities by relieving in a higher position.

## Gender Equity

The average wage for female staff at Council was 3% less than that for the average male staff member.

However, this is 3% higher than for the previous financial year.

The reasons for this disparity were complex and are being investigated.

Council's Gender Equity Steering Committee continued to work to identify strategies to improve opportunities for women in

senior management. It initiated a range of leadership programs targeting women and comprehensively surveyed staff to gather information and suggestions for improvement. In mid 2010, Council started a process to discuss gender equity issues with staff across the organisation. This included a workforce equity survey then a Gender Equity Forum held in December 2010. Following the forum, the General Manager set up a Gender Equity Steering Group to facilitate research and analysis and to formulate an action plan to address issues raised. The outcomes of the action plan will be reported in the next period.

Council won a Bronze Award under the 50:50 Vision – Councils for Gender Equity Program which the Local Government Women's Association administers. Council aims to work towards achieving a Silver Award over the next reporting period.

In addition, the Gender Equity Steering Committee, in consultation with the Workforce and Workplace Group, began reviewing the placement of women on the salary steps within the salary administration system. The results of the review are expected in 2011-12 and may allow managers to pinpoint ways to encourage relevant staff to apply for salary step progression.

## Accessible Workplace Environment

4.8% of Council staff have indicated they have a disability. A quarter of these people needed workplace adjustments. These include work spaces, computer accessories/ modifications and accommodating companion animals.



*Council's Bush Regenerators Robert Spilling and Nic Pagnamenta at Werrington Creek Reserve.*

## Lisa Sheldrick



*Swim Instructor Lisa Sheldrick.*

A significant achievement over the past year was Council's ability to provide adjustment within the workplace to allow a valued staff member with a degenerative medical condition to continue working for Council.

One of her students recently described Lisa Sheldrick as a mermaid because she finds it hard to walk, but is an amazing swimmer. Swim instructor Lisa is a shining example of how you can change careers at Council to fit your personal circumstances.

When she was 18, Lisa began work as an aide in a Council Childcare Centre. After a career break, in which she had four children, she worked as a shoe repairer and engraver. However, after just six months back at work she had her first attack of the disease Multiple Sclerosis (MS). The attack left her paralysed for 48 hours.

"I'd had numbness as well as pins and needles in my legs when I was working in childcare,

but I just thought it was because I'd been sitting on the floor for too long," Lisa, now 39, said.

"The disease means signals don't go from my brain to my body to tell my body what to do. After the diagnosis I was told I couldn't work with machinery."

"At the time my oldest kids were doing the free learn to swim lessons at Penrith Swim Centre. I applied for a casual swim instructor position and got it."

Four years on, Lisa continues to teach all ages how to swim, despite her symptoms becoming more pronounced in the past two years: "Now I basically need a scooter to get around. When I try to walk, every little bump is a trip hazard for me. In the water, though, without gravitational pull, I'm fine."

"There's a duty of care in terms of being an instructor and responsible for people in my class in the pool. I won't put anyone at risk," she said. "When I'm in the water I can lift children and being outdoors is ideal when you have MS because of a higher need for Vitamin D."

In the summer months Lisa can work long days, but the disease means she "seizes up" when the weather cools down.

To ensure her working environment was safe, Council organised an access assessment of Penrith Swimming Centre. The report recommended Lisa have a scooter and new crutches - equipment funded through Job Access which has extended her work life and improved her quality of life.

Without this support, Lisa would not have been able to continue in her role: "Council really did look at my ability, not my disability. Without the scooter, it wouldn't be possible - it's changed my life," she said.

Lisa's supervisor Recreation Operations Officer David Burns described her as an "inspiration" to staff and the community: "In consultation with Council departments, key partners and in particular Lisa, we have achieved an excellent outcome."

## Traineeship Program

Council's annual traineeship programs provide for young people, people wishing to re-enter the workforce or change career direction, an opportunity to develop some great skills, gain a nationally recognised qualification and earn a weekly pay. Our Traineeship Program has helped many people start their careers and in 2010-11, 37 trainees graduated.

As an ongoing strategy, Council annually provides two positions for people from an Aboriginal or Torres Strait Islander background and people with a disability. During the reporting period, two people with a disability successfully completed the Business Administration Traineeship program. One gained a permanent staff role with Council before completing the traineeship. In cooperation with Disability Works Australia, Council recruited another suitable person who is undertaking a 2011 Business Administration traineeship in financial services.

Two people of Aboriginal or Torres Strait Islander background were successful in completing Council's Outdoor Field Operator program in October 2010. One continued to work in a permanent role after their

traineeship. Another person of Aboriginal background began a traineeship in November 2010.

Two Council trainees from the 2009 program won awards in the prestigious 2010 NSW Training Awards held by the NSW Department of Education and Training. Business administration trainee in the Legal and Governance Department Harold Dulay and Childcare trainee Jennifer Shepherd won the awards for demonstrating outstanding communication, team and leadership skills.

### 12 month Traineeships Undergraduate Traineeships

- Office Administration (12 positions)
- Health and Building (two positions)
- Child Care (26 positions)
- Planning (two positions)
- Information Technology (one position)
- Environmental Health (two positions)
- General Construction (five positions)
- Engineering (five positions)
- Horticulture (six positions)
- Library (one position)
- Sport and Recreation (one position)
- Hospitality (four positions)

Council has recognised the need to forge strong partnerships with regional educational institutions.

Our involvement with TAFE NSW – Western Sydney Institute and other registered training organisations has continued with the delivery of innovative training programs. Council's trainees receive formal, recognised qualifications related to their field during the course of their employment.

For more details about Council's traineeship program visit

<http://www.penrithcity.nsw.gov.au/index.asp?id=3841>

## Did you know?

Nine Council staff demonstrated the values of selflessness and integrity by volunteering to join a contingent from the Australian Taxation Office to lend a hand to flood ravaged communities in the Ipswich area of Central Queensland in March 2011. They helped repair and restore the Karalee Hack and Pony Club, which was central to the local community.

Over two days the group moved 85 cubic metres of sand to refill the club's dressage arena. They also refilled and flattened the round yard and tidied up the gardens, jump area and other facilities. The volunteers were granted two days of paid leave to take part in the clean up.

## Trainee to Management Accountant

Ben Collins started as a Business Administration Trainee at Penrith Council aged 19 – he's still with Council nine years later. At 25 Ben became a Management Accountant and has almost finished his business accounting degree.

Having achieved that position at such a young age was an outstanding accomplishment. With his experience and degree almost completed, Ben said: "Without the traineeship, I wouldn't be here today. It gave me the opportunity to not only gain experience, but prove myself to real professionals in the finance industry. It was a launch pad for my career. I'd definitely encourage others to do it. The experience really gives you an edge over other applications and helps you to secure future positions."



*From trainee to management accountant*



*Some of the 2010 Penrith City Council trainees*

## Education and professional development

Council aspires to be a leading employer with highly skilled, motivated and capable staff. This incorporates a policy of continuous learning which encourages staff to continually learn new skills, to be innovative and to try new processes and work methods so that we can meet community needs and achieve Council's strategic objectives. Continuous learning strengthens us as an organisation as it helps to foster the enthusiasm in our workforce, which in turn helps us retain valued staff and their knowledge base.

The Educational Assistance Program forms one of the key components of the learning and development strategy. The number of staff receiving support through Council's Education Assistance Program to undertake tertiary studies related to their work grew from 102 during 2009-10 to 118 in 2010-11. This program includes financial assistance for tuition (paid upon successful completion of study units) as well as leave provisions to meet study and exam commitments.

In addition, Council provides scholarships through the University of Western Sydney (UWS) to encourage local people to study

in an area of skill shortage which includes engineering, planning and early childhood teaching. The first recipient of the Penrith City Council / UWS Civil Engineering Scholarship completed their degree in June 2011. Council provides industry experience for scholarship recipients during their studies.

## Louise Petchell Learning for Sustainability Scholarship

In late 2009, Council resolved to create a scholarship worth \$5,000 to recognise former Sustainability Unit Coordinator, Louise Petchell, who passed away suddenly in April that year.

The scholarship was developed as a legacy to Louise, built around her passion for encouraging staff from across the organisation to recognise the opportunities in their role and embrace the principles of sustainability.

Several staff applied for the scholarship in this its inaugural year. Two applicants, Jeni Pollard and Karen Van Woudenberg, were awarded the scholarship in 2011. Jeni is Council's Neighbourhood Planner in the Community and Cultural Development Department. She completed the course, *New Perspectives in Local Government*, through the University



Council facilitated and supported 14 staff members from across the organisation to obtain a Certificate IV in Carbon Management. Half of the graduates are pictured above. The course is a comprehensive workplace-based qualification covering issues about carbon management involving identifying, assessing and implementing carbon management projects.

of Technology, Sydney, in May 2011. This course developed Jeni's skills in contemporary leadership, exploring the principles of ethical leadership and how this relates to building a sustainable city. Karen is Council's Children's Services Development Officer and through the scholarship attended the 4th Annual *Making Cities Liveable* conference in July 2011. She used this opportunity to identify strategies to improve developing and implementing Council's Child Friendly City Strategy.

### Fun program boosts team skills

Four Council staff took part in a professional training opportunity when they partnered with Lachlan Shire Council to field a team in a Local Government Management Challenge in 2011.

The LGMA Management Challenge is a sophisticated developmental program which is fun yet highly effective training. Each team has up to six members, an inhouse mentor and spent a few hours in the weeks before the challenge to boost their team skills, get to know each other's strengths and plan their strategies. The aim is to engage with real issues in their own Council.

The first part of the challenge involved a task to be performed within the team's council before going to the regional finals. Each year

teams are given a different topical issue – they must research it and develop strategies to address them. Council's team looked at the engagement, attraction and retention of staff in areas of skill shortage.

The LGMA Management Challenge is designed to deliver personal, team and organisational development. It is based on relevant material suggested by practitioners, effective management practices and translation of outcomes into the workplace.

Professional facilitators give detailed feedback reports so the teams can debrief about their performance. The top performing team in each State and New Zealand contested the Australasian final.

### Global Corporate Challenge: keeping staff on their feet

Council fielded 24 teams in the **Global Corporate Challenge** in 2010. The challenge is an initiative which increases staff fitness, promotes teamwork, fosters a positive competitive spirit and helps create an active, healthy and more productive workforce.

Participants competed in teams and as an organisation, wearing a pedometer for 16 weeks and recorded their daily step tally.



From left to right Warren Gretch, Nat Camilleri, Paul Cullens, Dave Spiteri, Brad Bloomfield and Mal Sheens took on the Global Corporate Challenge.



For the 16-week challenge in 2010, individual team members improved their average step count from 12,135 the previous year to 14,136.

Due to the success of the challenge, Council again took part in the Global Corporate Challenge 2011 which began in May 2011.

## **A Safer and Healthier Workforce: Occupational Health and Safety**

There was a significant reduction in the number of staff injury claims in the past 12 months, the lowest rates for more than 20 years. There were 64 claims in 2010-11 compared with 83 for the previous reporting period. As well, in 2010-11, more than two thirds of the claims involved staff being off work for less than five days. Manual handling, slips, trips, falls and collisions accounted for 76 per cent of incidents. No occupational diseases or fatalities were reported. A challenge was the increased number of claims in Children's Services – there were 26.4% more claims from staff working in that area.

The number of days lost due to staff injuries was 440 compared with 610 in 2009-10. This was a 28% reduction on the previous year. Council's return to work programs saw 54 staff successfully rehabilitated with the rest – 10 – expected to return to normal duties in the 2011-12 reporting period. The average cost of a claim was about \$2,500, less than half the average of claims made in the previous year and the lowest for eight years.

Highlights of the 2010-11 year included a dedicated OH&S officer being appointed from October, an ongoing consultation and review of Council's OH&S and Injury Management System. This included refreshing Council's safe work method statements, risk assessment, recording system and safe operating procedures. A site audit program was rolled out for Council staff and contractors. This involved, for example, Council checking contractors' safety systems when the latter were working on Council projects. As part of the review a comprehensive Safety Culture Survey of Council staff was undertaken and received 631 responses from eight work groups representing a 75% return rate.

Council's Occupational Health and Safety Committee has representatives from across the organisation. It has 14 members and three advisors, which meets legislative and constitutional requirements. The committee is made up of nine elected Council staff covering administration (three), construction and maintenance (three) and Children's Services (three) plus five management representatives which the General Manager appoints. The committee conducted 85 worksite inspections across Council's activities, which was 13 more than the previous reporting period.

Council conducted 50 OH&S related courses for a total of 639 staff. These ranged from first aid, first aid refresher, advanced resuscitation, traffic controller, construction industry induction, working under wires, OH&S consultation, chemical spraying, chainsaw training, OH&S legislation and supervisor training. A total of 247 staff attended OH&S inductions.

On July 1, Council transferred its workers' compensation insurance scheme to the Retro-Paid Loss (Burning) Cost model. The move to the new model gave Council greater control over costs and services to staff and result in a substantial saving of about \$700,000.



### *A Leading City*

A Regional City that provides our jobs, education, services and entertainment  
is resilient to climate change

A Council that plans responsibly for a sustainable future  
manages its finances, services and assets effectively  
behaves responsibly and ethically

### *A City of Opportunities*

A City with a strong local economy and access to jobs  
equitable access to services and facilities  
lifestyle and housing choice in our neighbourhoods

A Council that speaks out for Penrith and our region  
involves, informs and responds

### *A Green City*

A City with healthy waterways and protected natural areas  
a smaller ecological footprint  
viable agriculture and rural activities that provide fresh local food

A Council with a smaller ecological footprint

### *A Liveable City*

A City with interconnected, safe public transport  
an integrated local road and pathways network  
infrastructure that responds to community needs  
safe, inviting parks and public spaces  
active and healthy communities

### *A Vibrant City*

A City with people and places that are inclusive, foster creativity, and  
celebrate diversity

A City that design excellence that respects our local identity  
opportunities to engage, participate and connect  
promotes health and wellbeing





leading  
opportunities  
green  
liveable  
vibrant

# Planning our future

*A Leading City*

*A City of Opportunities*

*A Green City*

*A Liveable City*

*A Vibrant City*

## Planning our future

Everything Penrith City Council does is underpinned by five themes that reflect what Council and the community want our City to be now and into the future. These themes, identified in consultation with our communities as part of developing the Community Strategic Plan 2031, are:

A Leading City

A City of Opportunities

A Green City

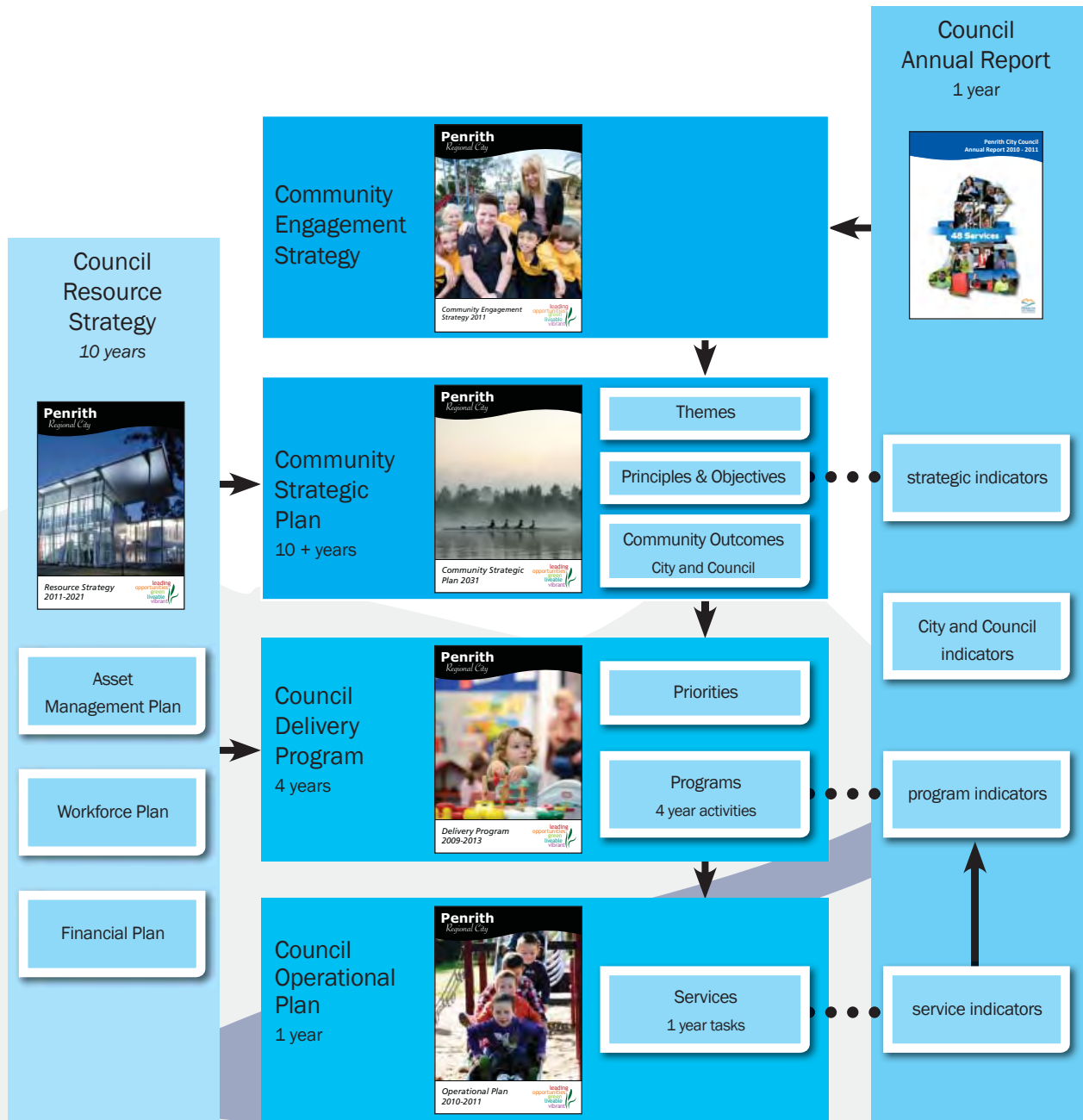
A Liveable City, and

A Vibrant City

All of Council's decisions, plans and actions, whether they relate to our people, our assets or our finances, are driven by the aim of building a Penrith City that is leading, offers opportunities for all and is as sustainable, liveable and vibrant as possible. From advocating for improved transport networks, building and upgrading facilities to attracting investment and promoting a healthy community and environment, Council is planning and working for a future that offers our City's residents all the benefits of living in a well-managed and diverse City.

Council recognises that community engagement and partnerships are vital to our success in planning for our City's future.

# Community Strategic Plan 2031 and Delivery Program 2009–13



Council has prepared and adopted a Community Strategic Plan under the Integrated Planning and Reporting legislation. This Plan sets out what our communities' aspirations are for the City as it grows over the next 20 years.

The Community Strategic Plan 2031 identifies several 'Community Outcomes' which express the ideas, messages and aspirations

identified by our communities in developing the Strategic Plan. The 'Community Outcomes' address issues for both the City and for Council and include some issues which are not fully within Council's control to deliver. Council's 'Strategic Responses' to each of the Community Outcomes are also detailed in the Community Strategic Plan.

The **Delivery Program 2009-2013** sets out what Council will do in the ensuing four years to work towards achieving the agreed Community Outcomes identified in the **Community Strategic Plan**. Council has two main areas of responsibility – what it will do as an organisation and what it will do in the City. The Delivery Program provides information on Council's 21 programs and how each contributes to, or implements, Council's 'Strategic Responses'.

## Operational Plan

Each year Council produces an **Operational Plan** which details the service activities and tasks that will be undertaken in that year as part of the overall four year Delivery Program. The Operational Plan is a subset of the Delivery Program, and contains more detailed information on service activities, service levels and service budgets. It provides flexibility to respond to changes as they happen each year.

Some services and programs in the Delivery Program 2009-2013 include activities and tasks that were not fully funded when the Delivery Program was adopted. If funding becomes available, or the service level is amended to respond to the lack of funding, any changes will be outlined on the relevant service page in the current Operational Plan.

## Community Engagement Strategy

The **Community Engagement Strategy** sets out how Council will engage with our communities to identify the community aspirations which guide the Community Strategic Plan. It is a critical part of ensuring that what we do will contribute to creating the future City our communities want.

The Community Engagement Strategy describes the methods of engagement and consultation that Council will use to involve our communities in making important decisions. Community advice and feedback has been, and will continue to be, essential in developing this Resource Strategy as it helps to establish the levels of service Council is expected to provide. Our communities can

also provide guidance about which assets they value most, which they consider to be less important and how Council can work with our communities to provide services at the expected levels. The Community Engagement Strategy will continue to be improved and updated as we continue to receive feedback from our communities about how they want to be engaged and the areas of decision making in which they want to be involved.

## Resource Strategy

The **Resource Strategy** outlines Council's capacity to manage assets and deliver services over the next 10 years. The Resource Strategy includes three key elements - a Workforce Plan, an Asset Management Strategy 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.

The Resource Strategy guides the implementation of Council's Delivery Program through its capacity planning and information. Each chapter in the Resource Strategy (Our Assets, Our Workforce and Our Finances) is linked with specific community aspirations and outcomes in the Community Strategic Plan and Council's adopted Strategic Responses in the Delivery Program.

The Resource Strategy provides information on the current status of Our Assets, People and Finances and the broad challenges that face our organisation over the next 10 years in implementing the Community Outcomes.

Many of the issues it details are common to local councils in New South Wales, including the financial constraints imposed by rate-pegging, cost-shifting from other levels of government, ageing infrastructure, skills shortages, an ageing workforce and growing local communities.



# Performance

As we put our plans for a more sustainable Penrith City – a leading City, a City of opportunities, a green, liveable and vibrant City - into action, Council is constantly monitoring our progress and identifying our strengths and challenges.

Our performance is measured and reported to our community, stakeholders and staff in a number of ways.

In this annual report we report on progress against the objectives identified in our four year plan, Council's Delivery Program 2009-13.

This section sets out each of our 21 programs and shows some of the highlights and challenges for each in 2010-11.





# A Sustainable City

Sustainability has been defined in many different ways, but in its most basic form is about thinking about how what we do today influences our future and balancing social, environmental, economic and governance considerations.

To achieve a truly sustainable City requires a new mindset. We need to learn from our past, and from our peers and continue to improve the way we do things through transformation, innovation and collaboration.

In 2003 Council adopted 'Penrith's Principles for a Sustainable City' to help guide our thinking and processes to create a sustainable future for our City and communities. These principles have been embedded into our planning and reporting processes, through the Strategic Plan 2031, Delivery Program 2009-13 and annual Operational Plans and will

continue to help shape the future of the City.

The Sustainable Penrith program includes initiatives to encourage a healthy local economy, manage our resource use, ensure sustainability principles are integrated into new developments, build community links and protect our natural environment.

## A sustainable organisation

Council has several indicators to measure the sustainability of Council as an organisation, including our financial health, our purchasing practices and workplace management activities and our use of resources.

Council's commitment to sustainability is organisation wide. Some achievements in 2010-11 are detailed below.

Penrith's Principles for a Sustainable City		Our Objectives
1	Provide a long-term vision for cities based on sustainability; intergenerational, social, economic and political equity; and their individuality	<ul style="list-style-type: none"> <li>We demonstrate leadership, foster resilience and tenacity and encourage innovation</li> <li>We plan responsibly for now and the future</li> </ul>
2	Achieve long term economic and social security	<ul style="list-style-type: none"> <li>We have access to what we need</li> </ul>
3	Recognise the intrinsic value of Penrith's biodiversity and natural ecosystems and protect and restore them	<ul style="list-style-type: none"> <li>Our natural habitats are healthy</li> </ul>
4	Enable Penrith's communities to minimise their ecological footprint	<ul style="list-style-type: none"> <li>We use our resources wisely and take responsibility for our levels of consumption</li> </ul>
5	Build on the characteristics of ecosystems in the development and nurturing of a healthy and sustainable Penrith	<ul style="list-style-type: none"> <li>Our physical infrastructure is adaptable and responds to changing needs</li> <li>Our public spaces encourage safe and healthy communities</li> </ul>
6	Recognise and build on the distinctive characteristics of Penrith, including our human and cultural values, history and natural systems	<ul style="list-style-type: none"> <li>We build on our strengths, value our heritage, celebrate our cultural diversity and foster creativity</li> </ul>
7	Empower people and foster participation	<ul style="list-style-type: none"> <li>We have a say in our future</li> </ul>
8	Expand and enable cooperative networks to work towards a common, sustainable future	<ul style="list-style-type: none"> <li>We plan an active role in our communities</li> </ul>
9	Promote sustainable production and consumption through appropriate use of environmentally sound technologies and effective demand management	<ul style="list-style-type: none"> <li>We encourage sustainable production and technologies</li> </ul>
10	Enable continuous improvement based on accountability, transparency and good governance	<ul style="list-style-type: none"> <li>We demonstrate accountability, transparency and ethical conduct</li> </ul>

## City and Council Indicators

In the past we have reported on a suite of indicators to help measure our progress towards becoming a sustainable City. Under the Integrated Planning and Reporting legislation these indicators have now been adopted as a key component of the Delivery Program 2009-13 to provide an indication of how we are performing against the objectives identified in our Delivery Program.

These indicators include 'Council' indicators that measure the performance of Council as an organisation, as well as 'City' indicators for liveability or community wellbeing.

Together the indicators help give an overall picture of Council's performance and its progress towards achieving the outcomes the community has identified for Penrith City.

It is important to recognise that while Council has strong control over the outcome of the 'Council' indicators, the level of influence for the 'City' indicators is variable and in some cases other players, such as the NSW State Government, play a larger role in influencing that indicator.

Each indicator has been designed to provide a snapshot of where we are and where we're heading. Indicators are a useful tool in identifying potential challenges and areas that may require further focus as part of our ongoing planning and reporting processes.



## Our Indicator Report Card

Our 'Indicator Report Card' provides an overview of our performance in 2010-11 and how we are progressing towards our goal of becoming a more sustainable city. Each indicator has been assessed for performance, and marked as:

- ✔ **On Track:** The elements relating to this indicator meet or exceed the desired trend.
- ✘ **Challenge:** The elements relating to this indicator do not meet the desired trend.
- ⦿ **No new data:** There was no new information available on this indicator during the reporting period.

Overall, Council continues to perform well with 41 indicators on track (82%), five having no new data (10%) and five presenting challenges (8%). For more information on the indicators and how we have progressed over the years, visit [www.penrithcity.nsw.gov.au/sustainability](http://www.penrithcity.nsw.gov.au/sustainability).

In the following pages this report sets out each of our 21 programs, their activities, tasks, priorities, highlights and challenges for the reporting period 1 July 2010 to 30 June 2011.

# Indicators

Each indicator in the following table includes a reference in brackets indicating where it was sourced. The 'City' indicators (PC) were developed by Council about the City and our communities. The 'Council' indicators are drawn from the internationally recognised Global Reporting Initiative (GRI) and include references EC (economic), EN (environmental), HR (human rights), LA (labour practices), SO (society) and PR (producer responsibility). For more information on Council's sustainability journey go to <http://www.penrithcity.nsw.gov.au/sustainability/>.

Leading	Status
Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings and payments to capital providers and governments (EC1).	✓
Financial implications and other risks and opportunities for the organisation's activities due to climate change (EC2).	✓
Total number of incidents of discrimination and actions taken (HR4).	
Total number of incidents of violations involving rights of Indigenous people and actions taken (HR9).	✓
Total workforce by employment type, employment contract and region (LA1).	✓
Total number and rate of employee turnover by age group, gender, and region (LA2).	✓
Percentage of total workforce represented in formal joint management – worker health and safety committees that help monitor and advise on occupational health and safety programs (LA6).	✓
Rates of injury, occupational diseases, lost days and absenteeism and number of work-related fatalities by region (LA7).	✓
Percentage of employees receiving regular performance and career development reviews (LA12).	✓
Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership and other indicators of diversity (LA13).	✓
Ratio of basic salary of men to women by employee category (LA14).	✓
Practices related to customer satisfaction, including results of surveys measuring customer satisfaction (PR5).	✗
Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data (PR8).	✓
Percentage and total number of business units analysed for risks related to corruption (SO2).	✓
Actions taken in response to incidents of corruption (SO4).	✓
Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations (SO8).	✓
Increased number of dwellings that are within accessible distance of services and facilities (PC2).	✓
An increased variety of housing types are available (PC14).	○

 Online Link
  On track
  Challenge
  No new data

Opportunities	Status
Increased variety of jobs and business opportunities are available (PC3).	🕒
Decrease in the number of households experiencing housing stress (PC4).	🕒
Increase in number of local residents working locally (PC5).	🕒
Increase in proportion of residents attending educational facilities (PC25).	🕒
Increased proportion of residents are satisfied with their level of access to services, information and facilities (PC1).	✅
Public policy positions and participation in public policy development and lobbying (SO5).	✅
Increased proportion of residents who are satisfied that they have opportunities to participate in planning for the City's future (PC22).	✅



Green	Status
Increase in the proportion of river and creeks that are healthy (PC6).	✅
Increase in the proportion of residents who are satisfied that the river and creeks are healthy (PC7).	✅
Total number and volume of significant spills (EN23).	✅
Increase in the area and value of viable biodiversity rich habitats that form part of the City's 'green web' (PC9).	✅
Habitats protected or restored (EN13).	✅
Decrease in the number of days per annum where air pollution levels exceed the relevant standards (PC8).	✅
Reduction in water and energy consumption per person (PC12).	✅
Increased percentage of domestic waste diverted from landfill (PC13).	✅
Materials that are recycled input materials (EN2).	✅
Direct energy consumption by primary energy source (EN3).	✅
Percentage and total volume of water recycled and reused (EN10).	⚠️
Total direct and indirect greenhouse gas emissions by weight (EN16).	✅
Other relevant indirect greenhouse gas emissions by weight (EN17).	✅
Initiatives to reduce greenhouse gas emissions and reductions achieved (EN18).	✅
Total weight of waste by type and disposal method (EN22).	✅
Materials used by weight or volume (EN1).	✅
Total water withdrawal by source (EN8).	✅

🔗 Online Link    ✅ On track    ⚠️ Challenge    🕒 No new data

PERFORMANCE

Liveable	Status
Increased use of public transport (PC11).	✘
Increased proportion of residents who feel safe in their community (PC15).	✔
Increased usage of community facilities (PC17).	✔
Increased proportion of residents participating in sporting and recreational activities (PC18).	✔



Vibrant	Status
Increased proportion of residents participating in cultural activities and events (PC20).	✔
Increased percentage of population undertaking adequate physical activity (PC16).	✘
Increased proportion of residents who value the natural setting of the river/escarpments, the City's rural landscapes, local bushland and creeks and the City's built heritage (PC19).	✔
Proportion of residents who are active in community organisations (PC23).	✔



▶ Online Link
✔ On track
✘ Challenge
⦿ No new data

# Delivery Program and Operational Plan

The **Delivery Program** comprises 21 programs and includes 117 service activities which are reported quarterly and address the full range of Council operations. The Delivery Program includes 37 indicators that are reported six monthly and 52 indicators that are reported annually. Together they ensure we can assess and measure our organisation's progress and determine the effectiveness Council's programs and service activities.

The 42 priorities identified in the Delivery Program highlight actions our communities and partners told us they felt were particularly important. Council has focused its efforts on these actions, while continuing to deliver its ongoing programs. The priorities are particularly significant in considering the allocation of Council's staff and funding resources over the four years of the Delivery Program. Council was 'on track' with all except one of these 42 priorities at the end of 2010-11.



The **Operational Plan** comprises of 48 services which form the 21 programs. Council reports its progress in implementing the Delivery Program every six months and provides exception reporting on the Operational Plan every quarter.

Council's Annual Report is required to outline our achievements and progress in implementing our Delivery Program. In 2010-11, Council made significant progress towards implementing its four-year Delivery Program and we are now half way through this program. The 21 programs are listed below. For more details on each program's objectives and how we have addressed them feature later in this section and on the enclosed CD.

- Children's Services;
- Community Information and Events;
- Community Facilities;
- Community Wellbeing;
- Corporate Finance;
- Corporate Governance;
- Corporate Support;
- Corporate Workforce;
- Development Applications;
- Environment and Health Management;
- Libraries;
- Major Infrastructure Projects and Design;
- Parks;
- Planning and Advocacy;
- Public Spaces and Community Safety;
- Roads, Footpaths and Buildings;
- Sport and Recreation;
- Strategic Planning;
- Sustainability;
- Traffic, Parking and Drainage; and
- Waste Management and Community Protection.

# Performance Report

The annual Operational Plan is the 'implementing' part of Council's key strategic documents, reflecting yearly progress of Council's four-year Delivery Program. The Operational Plan also outlines the annual plans for each of Council's 48 services. These services deliver a range of ongoing service activities and may also identify specific tasks to do in the year ahead. Ongoing activities and specific tasks contribute to the implementation of Council's Delivery Program.

The results of the 2010-2011 Operational Plan reflect progress against the second year achievement of Council's Delivery Program 2009-2013. Performance is reported quarterly through Operational Plan reviews and is closely monitored by Council to ensure tasks and services are on track.

The results of the 2010-2011 Operational Plan end of year review show overall that of the 568 measurable items in four categories (Tasks, Key Performance Indicators (KPIs), Capital

Projects and Operating Projects) 527 items or 93% were completed (blue) or on target (green) as at 30 June 2011.

The remaining 41 measurable items or 7% were identified as needing attention (amber) or were at risk of not being delivered or achieved this year (red). These 41 exceptions (made up of seven tasks, 7 KPIs, 17 capital projects and 10 operating projects) occurred in 18 out of 48 services. The key reasons for these exceptions included:

- Projects which could not be finished by the end of June, but were completed shortly thereafter. Examples of this include the Penrith Swim Centre Concourse replacement, the NSW Bike Plan River Cities Program, the Leisure Management Aquatics Strategy, the Castlereagh & Sir John Jamison Cemetery Fences, the St Marys Senior Citizens Centre and St Clair Branch Library refurbishments.



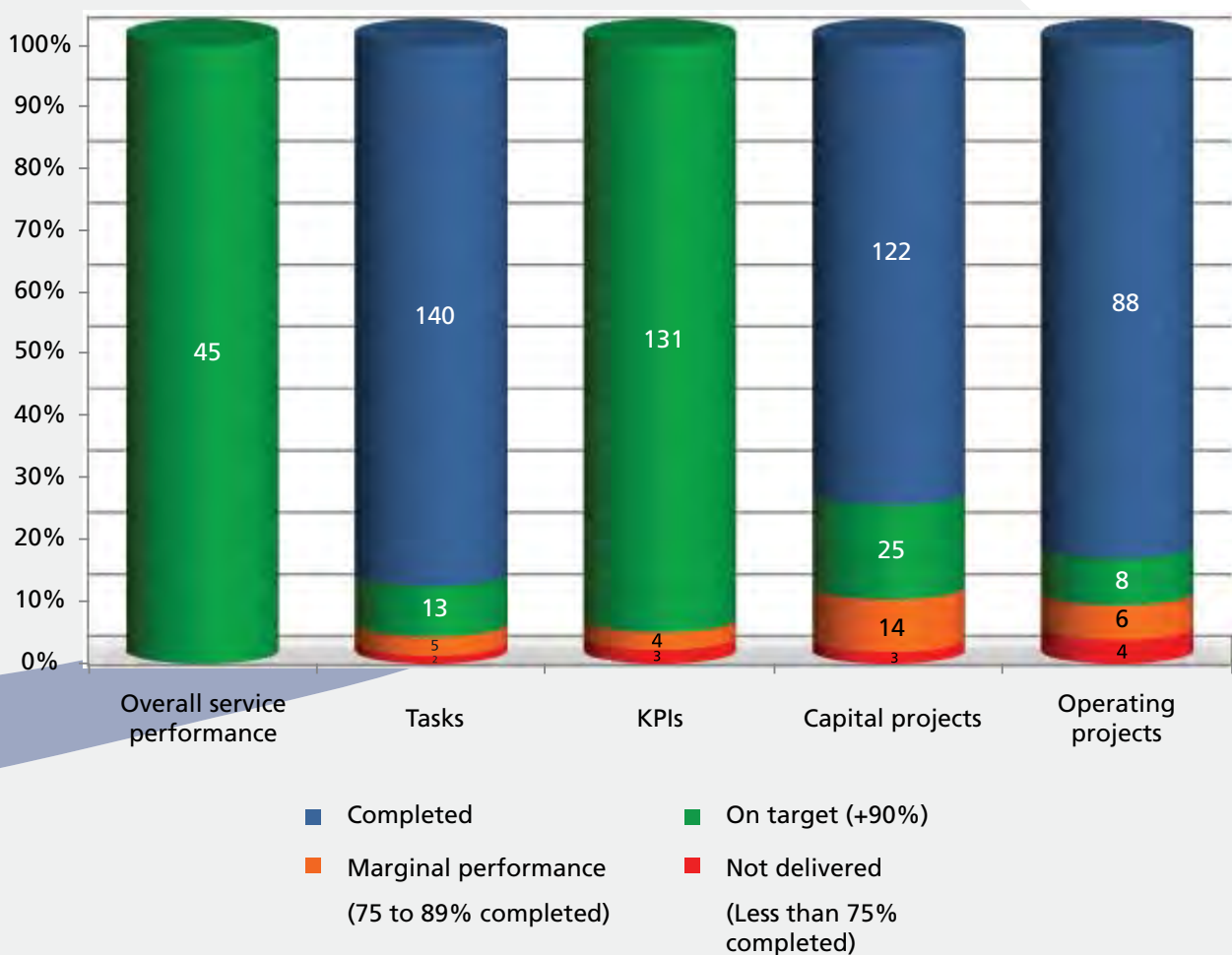


- KPIs relating to Development Application processing times affected by a greater focus on clearing the backlog of applications over 90 days and Library KPIs relating to a 16% drop in new members and a 10% decrease in electronic services hours used by Library patrons compared to 2009-10. This has been due to the dramatic increase in reference based searches through the internet at home rather than at libraries.
- Projects delayed because of decisions pending or funding delays from other government agencies, for example, the Penrith Station Commuter Carpark, the Penrith CBD Traffic Study, the Werrington Enterprise Living and Learning Infrastructure Fund, installation of bores as part of the Park Improvement Program and the Erskine Park High School playing field floodlighting.

This excellent result is reflected in the performance graphs provided below. Further details on Council's performance against the 2010-2011 Operational Plan are available online.

Details about each program, including its relevant services and indicators, priorities and how they performed in 2010-11 are listed in alphabetical order on the following pages.

For more details see the enclosed CD.



PERFORMANCE



## Children's Services

Group Manager  
People and Places  
Roger Nethercote

### Progress Summary

		% Delivery	Status
Program	Children's Services	100%	✓
Service/s	Children's Services	100%	✓
Priorities	P11 Deliver high quality children's services that are affordable, accessible and viable		✓
Indicator/s	More families use Council's children's services each year		✓

### Highlights and Challenges

Highlight/s	<ul style="list-style-type: none"> <li>▶ Launch of Paint Penrith REaD</li> <li>▶ A 3.45% increase in families (103 families) using Council's children's services compared to the same period last year, with use of the Glenmore Park Child and Family Centre above projections</li> <li>▶ Increased enrolments of Aboriginal children</li> <li>▶ Positive outcomes from the audit and the annual customer satisfaction survey</li> <li>▶ \$306,000 for three years federal funding under the Family Support Program secured</li> </ul>
Challenge/s	<ul style="list-style-type: none"> <li>▶ Availability of qualified staff – this is an issue for children's services across the nation</li> </ul>

### Strategic Plan links

	Community Outcomes	Strategic Responses
Objectives	We have access to what we need	7. A City with equitable access to services and facilities
		7.1 Base the provision of services and facilities on principles of social justice and equity

<b>Green</b> ✓ On target	90% +	A program, service, service activity, budget, or program indicator is within <b>10%</b> of targeted performance for that 'year to date' (YTD) period.
<b>Amber</b> ⚠ Needs focus	75% - 89%	A program, service, service activity, budget, or program indicator is within <b>15% - 25%</b> of targeted performance. It is at risk of non-completion, and may be the subject of a proposed carry over or partial revote of works. A comment is required about the issue, the focus required, and what will be done to address it.
<b>Red</b> ✖ At Risk	< 75%	A program, service, service activity, budget, program indicator is more than <b>25%</b> off its targeted performance. A comment is required about the issue, the focus required, and what will be done to address it.
<b>Baseline Data</b> 📊		Data on this indicator was collected for the first time this year, and will act as a baseline for future years. It is not possible to indicate a trend for these indicators.

<b>Green</b> ✓ 90% +	<b>Amber</b> ⚠ 75% - 89%	<b>Red</b> ✖ < 75%	<b>Baseline Data</b> 📊 No trend established
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## Community Facilities

Group  
Manager

City Presentation  
David Burns

### Progress Summary

		% Delivery	Status
Program	Community Facilities	100%	✓
Service/s	Neighbourhood Facilities Management	100%	✓
	Cemeteries	100%	✓
Priorities	P37 Implement prioritised actions from the review of the Neighbourhood Facility Management Services		✓
Indicator/s	All operational cemeteries have their sustainability maximised to meet the needs of Penrith's communities		✓
	All neighbourhood facilities are regularly assessed to establish appropriateness for contemporary community needs		✓
	All agreed management structures for neighbourhood facilities are progressively assessed and supported to meet the requirements of the Neighbourhood Facilities Management Policy		✓

### Highlights and Challenges

Highlight/s	<ul style="list-style-type: none"> <li>▶ Completion of Berkshire Park Hall upgrade project</li> <li>▶ Council established a Management Committee Reference Group to assist with the development of the Neighbourhood Facilities Management and Operational Procedures Manual</li> <li>▶ Council activated and trialed Eponline which allows customers to check on the availability of any Council managed neighbourhood facility and make an online booking enquiry</li> <li>▶ The refurbishment of Castlereagh Hall was commenced, with funds granted under the Federal Government's Regional and Local Community Grants Infrastructure Funding Program</li> <li>▶ Penrith Valley Cemeteries Action Plan adopted and approval granted to erect appropriate fencing and gates at two heritage cemeteries</li> </ul>
Challenge/s	<ul style="list-style-type: none"> <li>▶ Balancing the increasing operational costs of electricity, water, security, maintenance etc with Council's commitment to social justice through the provision of affordable and accessible community facilities.</li> </ul>

### Strategic Plan links

	Community Outcomes	Strategic Responses
Objectives	Our public spaces encourage safe and healthy communities	19. A City with active and healthy communities
		19.1 Provide community facilities, and recreation and leisure programs, that encourage healthy activity

Green ✓ 90% +

Amber ⚠ 75% - 89%

Red ✘ < 75%

Baseline Data 📊 No trend established

## Community Information and Events

Group  
Manager

Information and Customer Relations  
Brian Steffen

### Progress Summary

		% Delivery	Status
Program	<b>Community Information and Events</b>	100%	✓
Service/s	<i>City Partnerships</i>	100%	✓
	<i>Customer Service</i>	100%	✓
	<i>Marketing</i>	100%	✓
	<i>Communications</i>	100%	✓
Priorities	P1 Review and refresh the brand and marketing plan for the City, which build on its strengths, natural environment and identity		✓
	P15 Create a new Council website to improve communications, and information on Council Services		✓
Indicator/s	Council's initiatives are recognised through awards, and participation with other leading organisations		✓
	More people know who to contact for representation and information		□
	More local residents are recognised by, and involved in, civic and community events		✓

### Highlights and Challenges

Highlight/s	<ul style="list-style-type: none"> <li>▶ Successful business delegation to China, Korea and Japan explored a range of business opportunities particularly in the areas of health, tourism, art and staff exchange</li> <li>▶ 71 civic and community events conducted, including 10<sup>th</sup> anniversary of the Sydney Olympic Games, St Marys Spring Festival and Australia Day</li> <li>▶ Two editions of the Penrith City Community Newsletter have been produced in a new format as a 16-page half-wrap in the local Western Weekender newspaper.</li> <li>▶ 18 Early Childhood students and two teachers from Kinjo University, Hakusan, Japan visited Penrith in March.</li> </ul>
Challenge/s	<ul style="list-style-type: none"> <li>▶ Continuing difficulty in attracting and retaining sponsorship to underwrite events.</li> <li>▶ Ongoing management of community perceptions on the value of the international links program.</li> <li>▶ Increasing involvement in the international links program to generate tangible economic outcomes.</li> <li>▶ Lack of long term tenure for the visitor information centre building.</li> </ul>

### Strategic Plan links

	Community Outcomes	Strategic Responses
Objectives	We demonstrate leadership, foster resilience and tenacity, and encourage innovation	1. A Regional City that provides our jobs, education, services and entertainment 1.1 Demonstrate our leadership, and encourage innovation 1.2 Share aspirations and work together to grow Penrith as a Regional City
	We have a say in our future	10. A Council that involves, informs and responds 10.1 Engage our communities by creating opportunities for participation, listening, providing information and responding
	We play an active role in our communities	23. A City with opportunities to engage, participate and connect 23.1 Enhance community strengths and capacity by supporting collaborative networks and partnerships

Green ✓

90% +

Amber ⚠

75% - 89%

Red ✘

< 75%

Baseline Data □

No trend established

# Community Wellbeing

Group  
Manager

People and Places  
Roger Nethercote

## Progress Summary

		% Delivery	Status
Program	<b>Community Wellbeing</b>	100%	
Service/s	<i>Community &amp; Cultural Development</i>	100%	
	<i>Neighbourhood Renewal</i>	100%	
	<i>Lemongrove Retirement Village</i>	100%	
Priorities	P10 Advance planning for a Regional City Community Services Facility in the Penrith City Centre		
	P42 Engage in strategic partnerships to facilitate and support the planning and delivery of social infrastructure, programs and services		
	P39 Complete the St Marys Corner Community and Cultural Precinct and, together with community partners, commence activation of the precinct		
	P38 Engage the community in developing Neighbourhood Action Plans in priority identified established areas of the City		
Indicator/s	More cultural activities are organised in the City's public places, including St Marys Corner.		
	More local residents are involved in developing Neighbourhood Action Plans.		

## Highlights and Challenges

Highlight/s	<ul style="list-style-type: none"> <li>▶ Almost 4000 residents attend NAIDOC week celebrations</li> <li>▶ Youth Action Plan endorsed and commenced implementation</li> <li>▶ Sydney Festival – Inside Out Program - over 1,500 people attended a free performance under the stars by the Sydney Dance Company and the Australian Chamber Orchestra.</li> <li>▶ Planning for an Ageing Community Strategy launched and 600 residents attended two seniors week concerts organised by Council with the theme “Live Life – It’s Time to Shine”.</li> <li>▶ The Neighbourhood Stories St Marys Project launched and awarded first place in the Integrated Cultural Policy Implementation category at the Annual Cultural Awards - NSW Local Government and Shires Association.</li> </ul>
Challenge/s	<ul style="list-style-type: none"> <li>▶ Sale of the Lemongrove Retirement Village and disengagement from this service.</li> </ul>

## Strategic Plan links

	Community Outcomes	Strategic Responses
Objectives	We have access to what we need	7. A City with equitable access to services and facilities
	We have a say in our future	10. A Council that involves, informs and responds
	We build on our strengths, value our heritage, celebrate our cultural diversity, and foster creativity	20. A City with people and places that are inclusive, foster creativity, and celebrate diversity
	We play an active role in our communities	23. A City with opportunities to engage, participate and connect
		7.1 Base the provision of services and facilities on principles of social justice and equity
		10.1 Engage our communities by creating opportunities for participation, listening, providing information and responding
		20.1 Encourage vibrant places in the City, and creativity, inclusivity and diversity in our communities
		20.2 Support cultural initiatives that meet local needs, and attract regional interest
		23.1 Enhance community strengths and capacity by supporting collaborative networks and partnerships

Green 90% +    Amber 75% - 89%    Red < 75%    Baseline Data No trend established

## Corporate Finance

Group  
Manager

Finance  
Vicki O'Kelly

### Progress Summary

		% Delivery	Status
Program	<b>Corporate Finance</b>	100%	✓
Service/s	<i>Financial Services</i>	100%	✓
	<i>Operational Planning</i>	100%	✓
	<i>Purchasing &amp; Supply</i>	100%	✓
	<i>Property Development &amp; Management</i>	100%	✓
	<i>Risk Management &amp; Insurance</i>	100%	✓
Priorities	P4 Lobby government for financial assistance to redress the current infrastructure backlog and provide funding to key regional projects		✓
	P5 Pursue alternative funding options to deliver Council services and facilities, including consideration of a Special Rate Variation, following community consultation and engagement		✓
Indicator/s	Unrestricted current ratio (excluding internal loans) not less than 1.25 to 1.		✓
	Outstanding rates less than 4.5% of rates, charges and fees (excluding pensioners).		✓
	Council's commercial properties provide a positive financial return.		✓

### Highlights and Challenges

Highlight/s	<ul style="list-style-type: none"> <li>▶ Revised Long Term Financial Plan (as part of the Resource Strategy) adopted in April</li> <li>▶ Application for a Special Rate Variation (SRV) submitted to and approved by IPART - this provides a significant contribution to the works required by Council's Delivery Program and helps secure long term financial sustainability</li> <li>▶ Council's investment portfolio has provided a strong rate of return (5.82%)</li> <li>▶ The implementation plan for the Information, Communications and Technology (ICT) productivity project is 70% complete and has already generated significant productivity improvements and financial returns.</li> <li>▶ The sale of Council's Lemongrove Retirement Village and Hostel</li> <li>▶ The implementation of Workcover's new Burning Cost Model for Workers Compensation insurance has resulted in savings of almost \$1.5m compared to the actual cost in 2009-10.</li> </ul>
Challenge/s	<ul style="list-style-type: none"> <li>▶ Vacancy rates for Council owned commercial properties.</li> </ul>

### Strategic Plan links

		Community Outcomes		Strategic Responses	
Objectives	We demonstrate accountability, transparency and ethical conduct	4.	A Council that manages its finances, services and assets effectively	4.1	Deliver service for the City and its communities, and maintain our long term financial sustainability
		5.	A Council that behaves responsibly and ethically	5.1	Champion accountability and transparency, and responsible and ethical behaviour
				5.2	Base our decisions on research, evidence, and our responsibility to anticipate harm before it occurs
	We have access to what we want	7.	A City with equitable access to services and facilities	7.1	Base the provision of services and facilities on principles of social justice and equity

## Corporate Governance

Group  
Manager

Legal and Governance  
Stephen Britten

### Progress Summary

		% Delivery	Status
Program	Corporate Governance	100%	✓
Service/s	Corporate Governance	100%	✓
	Council & Executive Support	100%	✓
	Legal Services	100%	✓
Indicator/s	All recorded breaches to the Code of Conduct are actioned		✓
	More the 95% of Audit Committee recommendations are implemented within agreed timeframes		✓

### Highlights and Challenges

Highlight/s	<ul style="list-style-type: none"> <li>▶ Successful upgrade of Council's Business Paper system.</li> <li>▶ Successful prosecution of six Local Court matters.</li> <li>▶ Successful proceedings in the Land and Environment Court involving appeals by developers against refusal by Council of their development applications..</li> <li>▶ Successful resolution of 3 other Land and Environment Court proceedings.</li> </ul>
Challenge/s	<ul style="list-style-type: none"> <li>▶ Resourcing and costing of two critical Land and Environment Court matters.</li> </ul>

### Strategic Plan links

	Community Outcomes	Strategic Responses
Objectives	We demonstrate accountability, transparency and ethical conduct	<p>5. A Council that behaves responsibly and ethically</p> <p>5.1 Champion accountability and transparency, and responsible and ethical behaviour</p> <p>5.2 Base our decisions on research, evidence, and our responsibility to anticipate harm before it occurs</p>

Green ✓ 90% +    Amber ⚠ 75% - 89%    Red ✘ < 75%    Baseline Data 📊 No trend established



## Corporate Support

Group  
Manager

Information and Customer Relations  
Brian Steffen

### Progress Summary

		% Delivery	Status
Program	Corporate Support	100%	✓
Services	Information Technology	100%	✓
	Mapping Information / GIS	100%	✓
	Records Management	100%	✓
Indicator	More than 90% of program activities are completed each year	100%	✓

### Highlights and Challenges

Highlight/s	<ul style="list-style-type: none"> <li>▶ IBM selected to provide Council with its major data storage platform</li> <li>▶ Upgraded network services and associated infrastructure provided at many locations including libraries and childcare centres</li> <li>▶ Rollout of 'green' computers</li> <li>▶ Purchase of GPS Units to facilitate data collection projects.</li> <li>▶ Implementation of Records Management Improvement plan.</li> </ul>
Challenge/s	<ul style="list-style-type: none"> <li>▶ Changes required by new right to information laws (Government Information (Public Access) Act 2009).</li> <li>▶ Backlogs in scanning and registration.</li> </ul>

### Strategic Plan links

Objectives	Community Outcomes	Strategic Responses
We demonstrate accountability, transparency and ethical conduct	5. A Council that behaves responsibly and ethically	5.1 Champion accountability and transparency, and responsible and ethical behaviour 5.2 Base our decisions on research, evidence, and our responsibility to anticipate harm before it occurs

PERFORMANCE

Green ✓ 90% +	Amber ⚠ 75% - 89%	Red ✘ < 75%	Baseline Data ▣ No trend established
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Progress Summary		% Delivery	Status
Program	Corporate Workforce	100%	✓
Service/s	Workforce & Workplace	100%	✓
Indicator/s	More than 70% of the workforce are permanent		✓
	Less than 15% of the workforce have more the 40 days of accumulated annual leave		✓

### Highlights

- Highlight/s
- ▶ Council received Local Government Managers Australia (LGMA) Bronze Award for its Vision for 50/50 equity
  - ▶ Gender equity forum held in December 2010
  - ▶ 2011 Trainees commenced and are progressing well in their employment and studies
  - ▶ Significant reduction in Council's Annual Leave liability.

### Strategic Plan links

Objectives	Community Outcomes	Strategic Responses
We demonstrate accountability, transparency and ethical conduct	4. A Council that manages its finances, services and assets effectively	4.1 Deliver services for the City and its communities, and maintain our long term financial sustainability
	5. A Council that behaves responsibly and ethically	5.1 Champion accountability and transparency, and responsible and ethical behaviour
		5.2 Base our decisions on research, evidence, and our responsibility to anticipate harm before it occurs



## Development Applications

Group  
Manager

People and Places  
Roger Nethercote

### Progress Summary

		% Delivery	Status
Program	Development Applications	100%	
Service/s	Development Applications	100%	
	Building Approvals & Certificates	100%	
Priorities	P41 Incorporate procedures into the development application process that provides advice on design excellence and promotes quality design		
Indicator/s	More people agree that development in the City is appropriate		

### Highlights and Challenges

Highlight/s	<ul style="list-style-type: none"> <li>▶ Exemption granted by Department of Planning and Infrastructure (DP &amp; I) to SEPP 1 Variation determination requirements allowing variations up to 25% to be determined under delegated authority.</li> <li>▶ Information Technology enhancements have been developed which include access to information on 'DA Tracker' and the development of an On line Planning Enquiry tool.</li> <li>▶ Grant funding was secured from the NSW Heritage Office for Council's Heritage Advisory Service and Heritage Assistance fund.</li> <li>▶ Bush fire training undertaken by members of the Building and Design Association and staff of neighbouring and regional Councils.</li> <li>▶ \$423 million of development approved via Development Consents, \$58.8 million of construction approved via Construction Certificates</li> </ul>
Challenge/s	<ul style="list-style-type: none"> <li>▶ Conflict of interest issues relating to the Building Professionals Board accreditation scheme</li> <li>▶ On-going management of the approval process for release areas and the subdivision certificate process.</li> <li>▶ Development of the 'PLAN' component of the eDA system.</li> <li>▶ Resource demand created by the Part 3A processes and matters being referred to the Land and Environment Court.</li> <li>▶ Meeting the income levels anticipated for competitive services.</li> </ul>

### Strategic Plan links

Objectives	Community Outcomes	Strategic Responses
We have access to what we need	6. A City with a strong local economy and access to jobs	6.1 Facilitate a diverse economy, sustainable businesses and secure employment base
	8. A City with lifestyle and housing choice in our neighbourhoods	8.1 Encourage housing that provides choice, achieves design excellence, and meets community needs
We build on our strengths, value our heritage, celebrate our cultural diversity, and foster creativity	22. A City with design excellence that respects our local identity	22.1 Promote good design, sustainable buildings, and development that enhances our City

Green  90% +	Amber  75% - 89%	Red  < 75%	Baseline Data  No trend established
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Progress Summary		% Delivery	Status
Program	<b>Environmental and Health Management</b>	100%	<input checked="" type="checkbox"/>
Service/s	<i>Environmental Health</i>	100%	<input checked="" type="checkbox"/>
Priorities	P40 Finalise and implement the Penrith Health Strategy to assist in achieving long term health benefits for the City's communities		<input checked="" type="checkbox"/>
	P17 Lobby for funding to improve catchment and biodiversity health		<input checked="" type="checkbox"/>
	P23 Support local food production and sustainable agriculture		<input checked="" type="checkbox"/>
	P22 Research and promote viable rural activities and new agri-business		<input checked="" type="checkbox"/>
Indicator/s	Increase in the type and number of 'healthy water' indicator species		<input checked="" type="checkbox"/>
	Increase in the number of private landowners interested in protecting biodiversity		<input checked="" type="checkbox"/>
	Increase in the number of local food producers selling locally		<input checked="" type="checkbox"/>
	No overall loss in the number of primary producers		<input checked="" type="checkbox"/>
	More people are aware of how to lead a healthy lifestyle		<input type="checkbox"/>

## Highlights and Challenges

Highlight/s	<ul style="list-style-type: none"> <li>▶ Health Strategy adopted and awarded a commendation by the NSW Division of the Planning Institute of Australia in the Planning for Healthy Urban Environments category</li> <li>▶ More than 770 students participated in a range of environmental and catchment education programs</li> <li>▶ WSROC funding of \$8,800 secured for Regional Catchment Field Days in 2011 and 2012.</li> <li>▶ Federal funding of \$1.9M and state funding of \$2.2M secured to support the Stormwater Harvesting and Managed Aquifer Recharge Scheme (MAR).</li> <li>▶ A Memorandum of Understanding (MOU) has been developed with TAFE Western Sydney Institute to assist food businesses meet new food laws</li> <li>▶ A training manual for new Environmental Health Officers was developed from funding provided by the NSW Food Authority Special Projects Grant</li> </ul>
Challenge/s	<ul style="list-style-type: none"> <li>▶ Responding to additional administrative roles due to new food laws of Food Safety Supervisor and piloting the Scores on Doors Program.</li> <li>▶ Disengagement from the Immunisation service.</li> </ul>

## Strategic Plan links

	Community Outcomes	Strategic Responses
Objectives	Our natural habitats are healthy	11. A City with healthy waterways and protected natural areas 11.1 Work with others to protect and conserve the River, waterways and catchments, and natural environments
	We encourage sustainable production and technologies	14. A City with viable agriculture and rural activities that provides fresh local food 14.1 Protect the landscape values and productive capacity of the City's rural lands
	We build on our strengths, value our heritage, celebrate our cultural diversity, and foster creativity	21. A City that promotes health and wellbeing 21.1 Encourage the wellbeing of our communities

## Libraries

Group  
Manager

Information and Customer Relations  
Brian Steffen

### Progress Summary

		% Delivery	Status
Program	Libraries	100%	✓
Service/s	Libraries	100%	✓
Priorities	P12 Implement the preferred Library service delivery model		✓
Indicator/s	More people use the City's libraries and services each year		✓

### Highlights and Challenges

Highlight/s	<ul style="list-style-type: none"> <li>▶ Sustainability initiatives implemented (Power Mate units, Spring Garden Festival, green computers)</li> <li>▶ 22% increase in 'My Library' services (renewals and reserves).</li> <li>▶ Double the use of the online 'Overdrive' service (downloadable audio and eBook).</li> </ul>
Challenge/s	<ul style="list-style-type: none"> <li>▶ Staff resourcing to accommodate the 49% increase in Children's loans.</li> </ul>

### Strategic Plan links

Objectives	Community Outcomes	Strategic Responses
We have access to what we need	7. A City with equitable access to services and facilities	7.1 Base the provision of services and facilities on principles of social justice and equity



PERFORMANCE

Green ✓ 90% +    Amber ⚠ 75% - 89%    Red ✘ < 75%    Baseline Data 📊 No trend established

## Major Infrastructure Projects and Design

Group  
Manager

City Infrastructure  
Wayne Mitchell

### Progress Summary

		% Delivery	Status
Program	Major Infrastructure Projects and Design	100%	
Service/s	Design & Project Management	100%	
Priorities	P27 Build a decked commuter carpark at Penrith Station		
	P28 Investigate a new decked carpark in the Penrith City Centre		

### Highlights and Challenges

Highlight/s	<ul style="list-style-type: none"> <li>▶ Commencement of construction of the Penrith Commuter Carpark following the finalisation of the State and Federal funding agreements. The construction is being carried out by a contractor, Denham Constructions, and work commenced on 11 May 2011.</li> <li>▶ Howell Oval Cricket Pavilion has progressed with the building works completed and the carpark and landscaping in progress. Works on the adjacent CUA stadium (funded under the same grant) have been completed.</li> <li>▶ Progression of work on The Great River Walk on the west bank at Emu Plains.</li> </ul>
Challenge/s	<ul style="list-style-type: none"> <li>▶ Resolution of impacts of Department of Planning and Infrastructure S94 cap on WELL infrastructure delivery.</li> </ul>

### Strategic Plan links

	Community Outcomes	Strategic Responses
Objectives	<p>Our physical infrastructure is adaptable, and responds to changing needs</p> <p>16. A City with an integrated local road and pathways network</p> <p>17. A City with infrastructure that responds to community needs</p>	<p>16.2 Implement effective traffic and parking responses</p> <p>17.1 Provide well-maintained community buildings</p>

Green 90% +    Amber 75% - 89%    Red < 75%    Baseline Data No trend established

## Parks

Group  
Manager

City Presentation  
David Burns

### Progress Summary

		% Delivery	Status
Program	Parks	100%	✓
Service/s	<i>Bushland Management</i>	100%	
	<i>City Parks</i>	100%	✓
Priorities	P18 Encourage community involvement in bushland management		✓
	P36 Implement the ten-year Parks Asset Renewal Program		✓

### Highlights

Highlight/s	
	<ul style="list-style-type: none"> <li>▶ Reconstruction of Greygums Oval, Cranebrook, Peppertree Oval, St Clair and Leonay Oval, Leonay using 2500 tonnes of organic material sourced from Council's 3 bin collection system.</li> <li>▶ The completion of the 'Achieving Sustainable Sporting Fields' in Western Sydney project.</li> <li>▶ The upgrading of floodlighting at playing fields across the City.</li> <li>▶ Establishment of a new bushcare group at School House Creek.</li> </ul>

### Strategic Plan links

	Community Outcomes	Strategic Responses
Objectives	Our natural habitats are healthy	11. A City with healthy waterways and protected natural areas 11.2 Protect and conserve the natural areas under Council's responsibility
	Our public spaces encourage safe and healthy communities	18. A City with safe, inviting parks and public spaces 18.1 Provide safe, well-maintained public spaces and parks



Progress Summary		% Delivery	Status
Program	<b>Planning and Advocacy</b>	100%	✓
Service/s	<i>Regional Planning and Advocacy</i>	100%	
	<i>City Planning</i>	100%	✓
Priorities	P3 Gazette Penrith Local Environmental Plan 2012 and adopt Penrith Development Control Plan 2012		✓
	P7 Support the Penrith Business Alliance to encourage investment and job creation, including opportunities for business hubs and sustainable businesses to locate and grow in Penrith		✓
	P8 Finalise the Public Domain Plans for Penrith City Centre and St Marys Town Centre		✓
	P9 Implement public domain improvements in Dunheved Business Park to help attract investment and new businesses		✓
	P13 Complete the Urban Study and Urban Strategy, to provide a diversity of housing, including retirement lifestyle opportunities		✓
	P14 Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth		✓
	P21 Confirm, with the State Government, the City's agreed urban and rural boundaries, and reflect those boundaries in Penrith Local Environmental Plan 2012		✓
	P24 Lobby for improved train services, including quadruplicating the Western Rail line, separate freight rail lines, and improved bus / rail interchanges		✓
	P25 Lobby for improved bus services, including more and prioritised buses and shuttle services in the City's Centres		✓
	P26 Lobby for better local and regional road connections, including the Jane Street extension, Erskine Park Arterial (Lenore Drive), Werrington Arterial, and links to the Growth Centres		✓
Indicator/s	P31 Investigate options for a new shared pathway across Victoria Bridge		✓
	Council responds to key government policies within specified consultation timeframes		✓
	Area of land zoned rural in the City		■

## Highlights and Challenges

Highlight/s	<ul style="list-style-type: none"> <li>▶ Gazettal of Stage 1 of the City-wide LEP (LEP 2010) and adoption of DCP 2010</li> <li>▶ Development and/or negotiation of planning frameworks for key sites and review of policy platforms for development contributions and infrastructure delivery</li> <li>▶ Council is participating with other Western Sydney Regional Organisation of Councils (WSROC) in a consultant study leading to the development Strategic Integrated Regional Plan for Western Sydney.</li> <li>▶ Launch of the Penrith Health and Education Strategy.</li> </ul>
Challenge/s	<ul style="list-style-type: none"> <li>▶ Timely provision of feedback (Gateway Determination) from the Department of Planning and Infrastructure on draft Planning Proposal for Penrith Local Environmental Plan 2012 (Stage 2).</li> <li>▶ Resourcing requirements for Stage 2 of the City-wide LEP</li> </ul>



## Public Spaces and Community Safety

Group  
Manager

City Presentation  
David Burns

### Progress Summary

		% Delivery	Status
Program	Public Spaces and Community Safety	100%	✓
Service/s	Community Safety	100%	✓
	Public Domain Maintenance	100%	✓
Priorities	P34 Provide enhanced level of service to high profile areas, and address the emerging issue of litter, in the City		✓
	P35 Implement the ten-year Public Amenity Replacement Program		✓
Indicator/s	Recommendations from Community Safety Assessments/Audits are prioritised for implementation through a range of available funding opportunities/programs		✓
	Regular engagement with Police Local Area Commands about community safety programs and issues is maintained		✓

### Highlights and Challenges

Highlight/s	<ul style="list-style-type: none"> <li>▶ \$200,000 of grant funding secured under the Federal Government's Safer Suburbs Program for the 'Mondo Community Safety Project'</li> <li>▶ Successful delivery of Operation Bounce Back.</li> <li>▶ Completion of new public toilet facility at Fowler Reserve, Wallacia and the Cranebrook Lighting Enhancement Project</li> <li>▶ Improved efficiency through the Introduction of revised daily operation schedules for the Bulk Rubbish Removal &amp; Street Sweeping services</li> <li>▶ Site specific Management Plans developed for a number of high-profile precincts across the city.</li> </ul>
Challenge/s	<ul style="list-style-type: none"> <li>▶ Low levels of community interest in the 'Plate Safe' Program funded by the NSW Attorney General's Department.</li> <li>▶ The increasing level of litter occurring across the city..</li> <li>▶ The ability to maintain service standards across an expanding amount of public domain spaces within existing resource levels.</li> </ul>

### Strategic Plan links

Objectives	Community Outcomes	Strategic Responses
Our public spaces encourage safe and healthy communities	18. A City with safe, inviting parks and public spaces	18.1 Provide well-maintained community buildings



Green ✓ 90%+    Amber ⚠ 75% - 89%    Red ✘ < 75%    Baseline Data 📊 No trend established

# Roads, Footpaths and Buildings

Group Manager

City Infrastructure  
Wayne Mitchell

## Progress Summary

		% Delivery	Status
Program	<b>Roads, Footpaths and Buildings</b>	100%	✓
Service/s	<i>Building Maintenance &amp; Construction</i>	100%	✓
	<i>Civil Construction &amp; Maintenance</i>	99%	✓
	<i>Fleet &amp; Plant Maintenance</i>	100%	✓
Priorities	P32 Implement the ten-year Building Asset Renewal Program		✓
	P30 Implement Council's Shared Path and Cycleway Network		✓
Indicator/s	Length of shared pathways constructed each year		✓
	Number of bus shelters constructed each year		⊘
	All buildings are designed, constructed and maintained to achieve sustainable operational and lifecycle costs		✓
	All roads are designed, constructed and maintained to achieve sustainable operational and lifecycle costs		✓

## Highlights and Challenges

Highlight/s	<ul style="list-style-type: none"> <li>▶ A total length of 3.5km of footpath and shared pathway has been constructed, exceeding the target of 2.5km, including a path along Lang Park linking Carinya Ave and St Marys Village shopping centre which was completed in partnership with Mirvac Funds.</li> <li>▶ Construction of a shared pathway along the GWH Penrith commenced, in partnership with the Road Traffic Authority.</li> <li>▶ 19.0 km of roads either resurfaced or reconstructed</li> <li>▶ Bulk earthworks substantially completed at the former Gipps Street tip site, with significant savings achieved.</li> <li>▶ Delivery of projects from the Regional Local Community Infrastructure Program.</li> </ul>
Challenge/s	<ul style="list-style-type: none"> <li>▶ Construction of bus shelters delayed due to changes in Disability Discrimination Act Standards.</li> </ul>

## Strategic Plan links

Objectives	Community Outcomes	Strategic Responses
Our physical infrastructure is adaptable, and responds to changing needs	16. A City with an integrated local road and pathways network	16.1 Provide a safe, efficient local road network 16.2 Improve the City's footpath and cycleway network
	17. A City with infrastructure that responds to community needs	17.1 Provide well-maintained community buildings

Green ✓

90% +

Amber ⊘

75% - 89%

Red ✘

< 75%

Baseline Data ▣

No trend established

## Sport and Recreation

Group  
Manager

City Presentation  
David Burns

### Progress Summary

		% Delivery	Status
Program	Sport and Recreation	100%	✓
Service/s	Recreation & Leisure Facilities Management	100%	✓
Indicator/s	All recreation facilities are assessed for contemporary needs		✓

### Highlights and Challenges

Highlight/s	<ul style="list-style-type: none"> <li>▶ Significant operational management and service improvements continue to be developed and implemented at Council managed facilities.</li> <li>▶ Improved RLSSA Safety Score at Penrith Swimming Centre from 86.41% to 94.02%.</li> <li>▶ Strengthened partnerships with sports clubs, associations, and user groups leading to greater utilisation of sports fields, achievement of grant funding and the implementation of capital projects eg canteen and field upgrades at Peppertree Reserve.</li> <li>▶ Progression of the development of Howell Oval Cricket Pavilion and the completion of the southern end of Penrith Park Football Stadium.</li> </ul>
Challenge/s	<ul style="list-style-type: none"> <li>▶ Inclement weather affecting patronage of the pool at key times of the season.</li> <li>▶ Opening of the new Nepean Aquatic Centre presenting increased competition to Penrith Swimming Centre.</li> <li>▶ Operation of Penrith Swimming Centre with ageing plant and equipment.</li> </ul>

### Strategic Plan links

Objectives	Community Outcomes	Strategic Responses
Our public spaces encourage safe and healthy communities	19. A City with active and healthy communities	19.1 Provide community facilities, and recreation and leisure programs, that encourage healthy activity



PERFORMANCE

## Strategic Planning

Group  
Manager

Leadership  
Ruth Goldsmith

### Annual Progress Summary

		% Delivery	Status
Program	Strategic Planning	88%	
Service/s	Strategic Planning	88%	
Priorities	P16 Prepare and implement a Community Engagement Strategy that ensures regular discussion with our communities and stakeholders about their needs and aspirations for the City		
Indicator/s	Council pursues the commitment of our key partners in contributing to Strategic Plan outcomes		
	Regular and continuing opportunities for community engagement are provided		

### Highlights and Challenges

Highlight/s	<ul style="list-style-type: none"> <li>▶ Delivery Program Progress reports presented to Council as required by legislation</li> <li>▶ Mid-Term Review held in September 2010 to reflect on the organisation's progress towards achieving the priorities in the Delivery Program and outcomes in the Community Strategic Plan</li> <li>▶ Revised Resource Strategy and revised Community Engagement Strategy adopted by Council in April.</li> <li>▶ Community Survey developed and conducted in late May / early June.</li> <li>▶ \$15,000 in funding secured from the Australian Centre of Excellence for Local Government for a review of the sustainability indicators.</li> </ul>
Challenge/s	<ul style="list-style-type: none"> <li>▶ Allocation of resources to organisational priorities, particularly the Special Rate Variation (SRV), resulted in minimal progression of the City Planning Strategy.</li> </ul>

### Strategic Plan links

Objectives	Community Outcomes	Strategic Responses
We plan responsibly for now and the future	3. A Council that plans responsibly for a sustainable future	3.1 Build our City's future on the principles of sustainability
We demonstrate accountability, transparency and ethical conduct	4. A Council that manages its finances, services and assets effectively	4.1 Deliver services for the City and its communities, and maintain our long term financial sustainability
	5. A Council that behaves responsibly and ethically	5.2 Base our decisions on research, evidence, and our responsibility to anticipate harm before it occurs
We have a say in our future	10. A Council that involves, informs, and responds	10.1 Engage our communities by creating opportunities for participation, listening, providing information, and responding

Green

90% +

Amber

75% - 89%

Red

< 75%

Baseline Data

No trend established

## Sustainability

Group  
Manager

Leadership  
Ruth Goldsmith

### Progress Summary

		% Delivery	Status
Program	Sustainability	99%	✓
Service/s	Sustainability	99%	✓
Priorities	P2 Research the impacts of climate change on the region, and develop plans to respond		✓
	P6 Mainstreams sustainability in the organisation by engaging with staff and implementing programs		✓
	P19 Develop a Climate Change Strategy, encompassing both mitigation and adaptation		✓
	P20 Investigate approaches to measuring the City's and Council's ecological footprints		✓
Indicator/s	Initiatives to reduce energy and water consumption, and greenhouse gas emissions		✓

### Highlights

Highlight/s	<ul style="list-style-type: none"> <li>▶ Community sustainability events held include the 5<sup>th</sup> Annual Solar Boat Challenge and a local Walk Against Warming was held at Weir Reserve</li> <li>▶ Continued support for the Y Green Western Sydney project which has seen the completion of 460 household sustainability assessments</li> <li>▶ Trial and adoption of Sustainable Events Policy.</li> <li>▶ 8 free Community Workshops on sustainability issues.</li> <li>▶ 14 staff members completed Certificate IV – Carbon Management.</li> </ul>
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### Strategic Plan links

		Community Outcomes		Strategic Responses
Objectives	We demonstrate leadership, foster resilience and tenacity, and encourage innovation	1. A Regional City that provides our jobs, education, services and entertainment	1.1	Demonstrate our leadership, and encourage innovation
	We plan responsibly for now and the future	2. A Regional City that is resilient to climate change	2.1	Respond to the effects of climate change on our region
	We demonstrate accountability, transparency and ethical conduct	5. A Council that behaves responsibly and ethically	5.2	Base our decisions on research, evidence, and our responsibility to anticipate harm before it occurs
	We use our resources wisely, and take responsibility for our levels of consumption	12. A City with a smaller ecological footprint	12.1	Respond to the impacts of climate change, by mitigating and adapting what we do
		13. A Council with a smaller ecological footprint	13.1	Work to reduce the organisation's ecological footprint

Green ✓

90% +

Amber ⚠

75% - 89%

Red ✘

< 75%

Baseline Data ▣

No trend established

Performance

75

## Traffic, Parking and Drainage

Group  
Manager

City Infrastructure  
Wayne Mitchell

### Progress Summary

		% Delivery	Status
Program	<b>Traffic, Parking and Drainage</b>	100%	
Service/s	<i>Development Engineering</i>	100%	
	<i>Floodplain &amp; Drainage Engineering</i>	100%	
	<i>Traffic Management, Parking &amp; Road Safety</i>	100%	
Priorities	P33 Complete the Penrith City Centre and St Marys Town Centre flood studies, and develop a works and mitigation program		
	P29 Develop and progressively implement Access and Parking Plans for the Penrith City Centre and St Marys Town Centre		
Indicator/s	More people use public transport each year		

### Highlights and Challenges

Highlight/s	<ul style="list-style-type: none"> <li>▶ \$1 million of RTA funding secured for construction of a shared pathway between the CBD and the River.</li> <li>▶ Council completed its commitments with regard to construction of 3 Blackspot projects in the LGA and has been granted \$870,000 for Blackspot funding for 2011-2012.</li> <li>▶ The State Government has introduced a free shuttle bus service for the Penrith City Centre on 14 March 2011.</li> <li>▶ The Western Sydney Carpool (WSC) project was launched within Penrith Council.</li> </ul>
Challenge/s	<ul style="list-style-type: none"> <li>▶ Meeting the increasing demands associated with the development and implementation of new release areas.</li> <li>▶ Finalising the various flood studies, in consultation with the Department of Environment Climate Change and Water (DECCW)..</li> </ul>

### Strategic Plan links

	Community Outcomes	Strategic Responses
Objectives	Our physical infrastructure is adaptable, and responds to changing needs	15. A City with interconnected, safe public transport
		16. A City with an integrated local road and pathways network
		17. A City with infrastructure that responds to community needs
		15.1 Lobby State and Federal Government to ensure that City has an effective public transport network
		16.2 Implement effective traffic and parking responses
		16.3 Improve the City's footpath and cycleway network
		17.2 Improve the City's drainage network

Green 90% +    Amber 75% - 89%    Red < 75%    Baseline Data No trend established

## Progress Summary

		% Delivery	Status
Program	<b>Waste Management and Community Protection</b>	97%	✓
Service/s	<i>Emergency Services Management</i>	97%	✓
	<i>Regulatory Control</i>	100%	✓
	<i>Waste Management</i>	95%	✓
Indicator/s	More than 58% of domestic waste diverted from landfill each year (with a target of 66% by 2014)		✓

## Highlights and Challenges

Highlight/s	<ul style="list-style-type: none"> <li>▶ Official opening of Cumberland Zone Rural Fire Service Headquarters</li> <li>▶ “Don’t be a tosser” education and enforcement campaign complemented by advertising and signage on vehicles, government and business premises.</li> <li>▶ Introduction of hand held digital recording devices to increase efficiency of parking turnover within the City.</li> <li>▶ Overall waste to landfill diversion increased to 60.5% - up from 20.5% since the introduction of the three bin service.</li> <li>▶ Successful micro chipping and education programs held in November and successful community E-Waste Recycling and Chemical Clean Out Drop Off Days held in February.</li> <li>▶ Londonderry and Agnes Banks villages provided with final pump-outs prior to connection of sewer.</li> </ul>
Challenge/s	<ul style="list-style-type: none"> <li>▶ Managing contamination of the organics service.</li> </ul>

## Strategic Plan links

		Community Outcomes		Strategic Responses
Objectives	We use our resources wisely, and take responsibility for our levels of consumption	12. A City with a smaller ecological footprint	12.1	Respond to the impacts of climate change, by mitigating and adapting what we do
		13. A Council with a smaller ecological footprint	13.1	Work to reduce the organisation’s ecological footprint
	Our public spaces encourage safe and healthy communities	18. A City with safe, inviting parks and public spaces	18.1	Provide safe, well-maintained public spaces and parks

Green ✓ 90% +	Amber ⚠ 75% - 89%	Red ✘ < 75%	Baseline Data ▣ No trend established
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# Statutory Report

The following information fulfils statutory requirements. It addresses the elements of Council's Charter set out in Section 8 of the Local Government Act 1993. Where appropriate, more details are given in other sections of this Annual Report or in the electronic version of this report as indicated.

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

References to 'Section' refer to the Local Government Act 1993 No. 30. References to 'clause' refer to the Local Government (General) Regulation 2005.

Council's general reporting requirements are in section 428 of the Local Government Act 1993 and the Local Government (General) Regulation 2005 (Part 9, Division 7), and the Integrated Planning and Reporting Guidelines.

For more information about these requirements, for the act visit <http://www.legislation.nsw.gov.au/maintop/view/inforce/act+30+1993+cd+0+N>

For the regulation visit

<http://www.legislation.nsw.gov.au/maintop/view/inforce/subordleg+487+2005+cd+0+N>

## Integrated Planning and Reporting

Council operates under the new Integrated Planning and Reporting requirements of the Local Government Amendment (Planning and Reporting) Act 2009 and is deemed a Group 1 Council. This is the first year that Council is reporting under the new provisions.

Comparison of actual performance against projected performance and reasons for any difference is required.

Council provides 48 external and internal services. Of these, four operate as controlled entities and have separate reporting requirements. A summary of the overall performance of the remaining 44 services against defined requirements of the 2010-11 Operational Plan and Delivery Program 2009-2013 is provided in this report's Performance Section.

Further details of Council's performance against the 2010-11 Operational Plan and Delivery Program 2009-2011 are provided in the report available on the enclosed CD or Council's website. To view the plan go to [http://www.penrithcity.nsw.gov.au/uploadedFiles/Website/Your\\_Council/Publications/Management\\_Plan/Quarterly\\_Reviews/2011JuneEndofYearReview.pdf](http://www.penrithcity.nsw.gov.au/uploadedFiles/Website/Your_Council/Publications/Management_Plan/Quarterly_Reviews/2011JuneEndofYearReview.pdf)

## Special Rate Variation Initiatives

(section 508(2) and section 508A)

Council must report to its communities on the special initiative programs funded from special rate variations which the Minister for Local Government approved. Reporting is regularly carried out through Operational Plan performance reports as well as community newsletters and the media.

Visit Council's website here [http://www.penrithcity.nsw.gov.au/uploadedFiles/Website/Your\\_Council/Publications/Management\\_Plan/2011-2012/OperationPlan2011-2012.pdf](http://www.penrithcity.nsw.gov.au/uploadedFiles/Website/Your_Council/Publications/Management_Plan/2011-2012/OperationPlan2011-2012.pdf)

Full details of special initiatives undertaken for Penrith City in 2010-11 are in Council's 2009-10 Operational Plan.

## Special initiatives 2002-12

- **Enhanced Environmental Program**

The Enhanced Environmental Program funds projects to improve the quality of rivers and creeks, protect and regenerate native plants and animals and support the environmental education of our community, helping us to live more sustainably. The program continues under the supervision of a steering committee that monitors progress and allocates funds for appropriate projects to meet the program's objectives each year. The special initiative allocation to this program in 2010-11 was \$2.2m.

- **Community Safety and Neighbourhood Renewal Program**

This initiative provides additional resources to address community safety and neighbourhood renewal projects. The special initiative allocation to this program in 2010-11 was \$325,707.

- **Economic Development and Tourism Initiatives**

This initiative provides funding support to the Penrith Business Alliance for local business and employment development. The special initiative allocation to this program in 2010-11 was \$297,049.

## Special Initiatives 2006-16

In 2006, Council – again with the support of our communities – successfully applied to the Minister for Local Government for a special rate variation to implement the Asset Renewal and Established Areas Strategy. The strategy aims to increase investment in infrastructure renewal and public domain maintenance (including roads, buildings, graffiti removal and street cleaning as well as maintenance of the Penrith City Centre and St Marys Town Centre) and programs addressing the needs of the City's older areas.

- **Road Asset Renewal**

Council is responsible for about 8,000,000 sqm of road pavement. The road asset renewal program aims to ensure that the City's local road network is maintained at an acceptable

standard without compromising other programs. The special initiative allocation to this program in 2010-11 was \$2.098m.

- **Building Asset Renewal**

This program provides for the replacement or refurbishment of major building components such as plant, roofing, floor coverings and paintwork. The special initiative allocation to this program in 2010-11 was \$903,000.

- **Established Areas Revitalisation**

The aim of the established areas revitalisation program is to raise, where appropriate, the delivery of services, facilities and infrastructure for residents in established areas to a level matching Penrith's status as a Regional City. The special initiative allocation to this program in 2010-11 was \$1.894 million.

In 2011, Council – with community support – successfully applied to the Minister for Local Government for a special rate variation (SRV). For more information on community engagement approaches, see the Governance Section of this report.

The approved SRV of 9% over four years was slightly less than that for which Council applied (11% over four years). These figures are exclusive of ministerial increases. The variation approved translates to the average rate paying household (land value less than \$300,000, which is 90% of homes) of 65 cents a week for the first year for the SRV component.

Council approved a program of works to renew local parks, pathways, public buildings and toilets as well as build new shared paths and work for cleaner streets.



## Legal proceedings

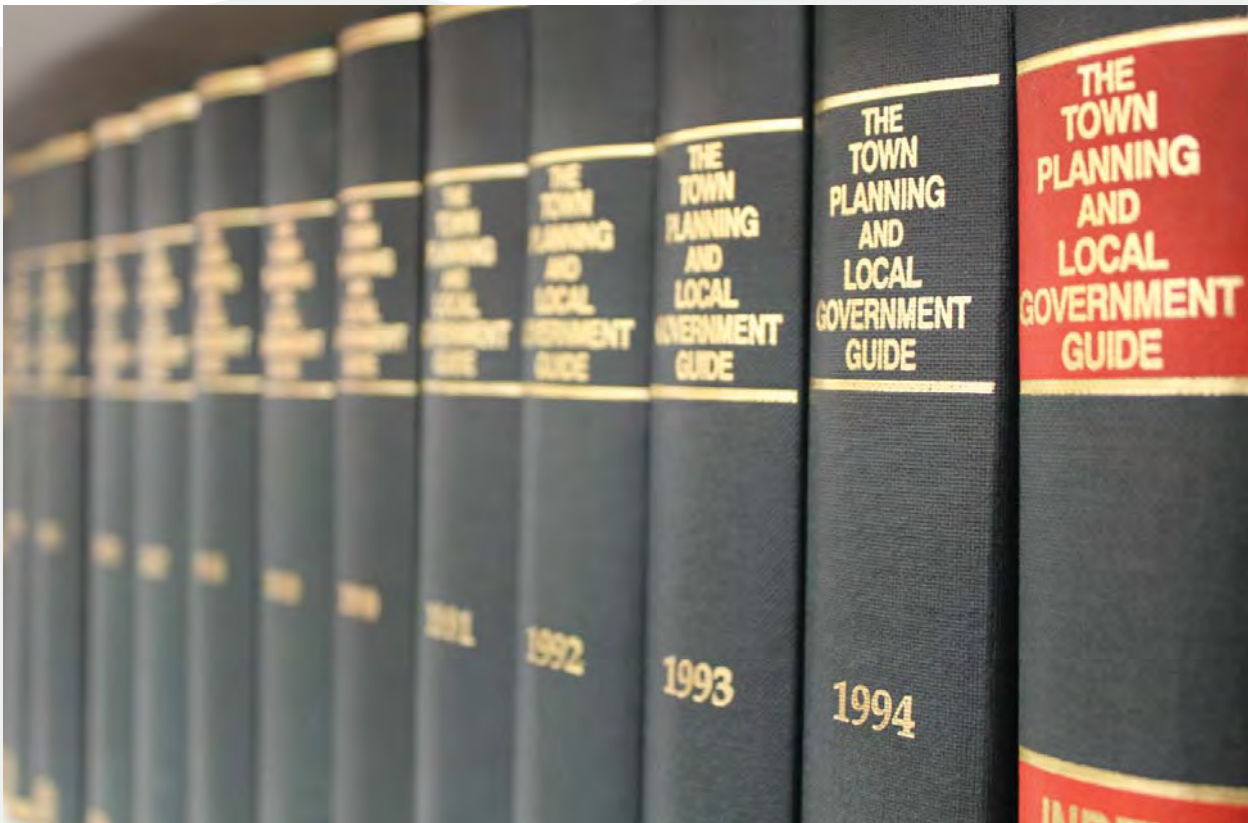
### Clause 217 (1)(a3)

As well as using external legal firms, Council's internal Legal and Governance Group, which employs a Group Manager - Legal and Governance, Senior Legal Officer, Secretary and trainee, provided legal services in 2010-11. The Legal and Governance Group dealt with Council's property transactions, provided legal advice, litigation and subpoenas for the organisation.

Council paid courts, its external legal firms, consultants, process servers and barristers a total of \$409,347 in 2010-11. This compares to \$435,082 the previous year and \$632,456 in 2008-09. This expenditure was for general advice, preparing for court hearings, defending appeals, barristers' costs, consultant expert costs and acting for Council in court actions.

Council spent an estimated \$472,742 on providing in-house legal services during the financial year. This expenditure included a rent allocation, maintaining a legal library and equipment. The Legal and Governance Department also derives income from cost orders in favour of the Council. Last year Council recovered more than \$349,422 from cost orders by undertaking its own in-house conveyancing and litigation services.

Fines of \$10,035 were recovered through prosecutions in the Local Court. In several cases Council had costs orders made in its favour which offset the legal costs.



## Matters ongoing from previous years in the Land and Environment Court

Matters	State or Progress	Costs incurred in reporting period
13-12 Pattys Place, Jamisontown	Calardu Penrith Pty Ltd instigated Class 4 proceedings seeking to strike the development consent down. The Land and Environment Court dismissed the appeal. Calardu Penrith Pty Ltd appealed that decision to the Court of Appeal, which dismissed the appeal.	\$51,307
43-47, 59-119 St Thomas Road, Mulgoa	Class 1 appeal. Council refused the Development Application. The applicant sought approval to construct a primary school on the land containing the St Thomas Church, a significant heritage item. Judgement was handed down in favour of the applicant. The Commissioners did not make any formal order as to costs. The parties agreed that the Sydney Anglican Schools Corporation will pay Council's costs in the sum of \$60,000.	\$26,424
230 Pattys Place, Jamisontown	Class 4 proceedings instigated by Bardsley-Smith, Ferguson and Stubbs. The applicants are seeking orders from the Court to strike down the Development Consent issued by Council for use of premises as a Chemist Warehouse. Council filed a submitting appearance. The matter was heard on 1 – 3 December 2010 and 12 – 13 January 2011. Council is awaiting judgement in the matter.	\$8,441
2014 The Northern Road, Orchard Hills	Class 1 appeal. Council refused the Development Application. The applicant sought approval for the subdivision of four lots into 16, the construction of a new road, the construction of a retention pond and the incorporation of an existing easement. The matter was listed for a section 34 conference on 30 August 2010. Following conference the applicants decided to withdraw the appeal.	\$3,340
312 Third Avenue, Llandilo	The applicant appealed the decision of the Land and Environment Court to uphold Council's refusal of the applicant's development applications for alterations and extensions to an existing fruit store. The applicant appealed the decision in the Court of Appeal, which upheld the decision of the Land and Environment court and ordered the applicant to pay Council's costs.	\$5,566
123-179 Patons Lane, Orchard Hills	The applicant seeks consent for a refused project application by the Minister of Planning issued on 27 September 2010 for the construction and operation of a waste and resource management facility, construction of a non-putrescible waste recycling facility, construction of a waste transfer station, continued shale/clay extraction and site rehabilitation. The matter was listed for s34 conference on 4 May 2011. The matter did not resolve at the conference. The matter was listed for hearing on 3-10 August, 2011.	\$54,571

## Matters ongoing from previous years in the Land and Environment Court cont.

Matters	State or Progress	Costs incurred in reporting period
159-169 Caddens Road, Kingswood	Class 1 Appeal. Council refused the development application. The applicant seeks consent for a two lot subdivision creating one drainage reserve and one residue lot. The matter was listed for s34 conference on 30 May 2011. There were no legal or planning reasons preventing the application from being approved under delegated authority. The proposed subdivision is to give effect to a parcel of land zoned for drainage purposes. This subdivision merely created the lot which is subject to the drainage zoning. The application was approved.	In house lawyer No external expenditure
159-169 Caddens Road, Kingswood	Class 1 Appeal. The applicant appealed against conditions of consent that formed an approval by Council for the subdivision of 71 residential lots and 1 residue lot. The matter was listed for a section 34 conference on 30 May 2011. The matter did not resolve. The matter was listed for hearing from 6-8 July 2011.	In house lawyer No external expenditure
1-9 Lamrock Street, Emu Plains	Class 1 Appeal. Council refused the development application. The applicant sought consent for the demolition of an existing dwelling and the erection of 66 residential apartments in 5 blocks. The matter was listed for hearing 11 – 13 April 2011. The Court dismissed the applicant's appeal.	\$78,065
2021 The Northern Road, Glenmore Park	Class 1 Appeal. The applicant appealed against the 'deemed refusal'. The applicant sought consent to subdivide one lot into two Torrens Title allotments.  The matter was listed for hearing on 14 - 15 February 2011. The court dismissed the Applicant's appeal and refused the development application. The court considered the actual lot size configuration, of which the minimum lot size (1ha) and shape, is a critical component in the ultimate settlement pattern.	\$12,490
81-87 Regentville Road, Jamisontown	Class 1 Appeal. The applicant sought approval to construct a service road from Mulgoa Road and an access lane to the existing motor showroom known as the Mazda Dealership. Council supported the proposal, but had no power to approve the application on the basis that the RTA and NSW Office of Water had not provided their General Terms of Approval.  The matter was listed for s34 conference on 12 January 2011. Officers from the RTA and Office of Water were in attendance. The applicant made some very minor amendments to its plans to satisfy concerns of the RTA and Office of Water. On 28 January 2011, the court made orders in accordance with the terms agreed to by the parties. The court granted the applicant an approval.	In house lawyer No external expenditure

## Local Court Matters

Matters	State or Progress	Cost
Mary Gatt	Defendant convicted of an offence against the Companion Animals Act 1998. The court dismissed the offence.	In house lawyer No external expenditure
Lynette Montgomery	Defendant alleged to have committed an offence against the Companion Animals Act 1998. Council withdrew the matter due to the defence of the defendant.	In house lawyer No external expenditure
Chris Ferizis	Defendant convicted of offence against the Protection of the Environment Operations Act 1997. The court found the offences proven but declined to impose any fine.	In house lawyer No external expenditure
Zsuzsa Hughes	Defendant convicted of offence against the Protection of the Environment Operations Act 1997. The court imposed a \$750 fine, \$1500 Council legal costs and \$86 court costs.	In house lawyer No external expenditure
Simon Ridden	Defendant convicted of an offence against the Companion Animals Act 1998. The court found the defendant guilty but did not impose a fine.	In house lawyer No external expenditure
Joy Wright	Defendant convicted of an offence against the Companion Animals Act 1998. The court found the defendant guilty but did not impose a fine.	In house lawyer No external expenditure
Terry Gooney	Defendant alleged to have committed an offence against the Companion Animals Act 1998. Council withdrew the matter due to the defence of the defendant.	In house lawyer No external expenditure
Viet Thung Pham	Defendant convicted of an offence against the Food Act 2003. The defendant pleaded guilty and was fined \$8,000.	In house lawyer No external expenditure
Rachael MacPherson	Defendant convicted of an offence against the Companion Animals Act 1998. The court found the defendant guilty of the offences and imposed a \$330 fine plus \$158 in court costs.	In house lawyer No external expenditure
Sharon Harrison	Defendant convicted of an offence against the Companion Animals Act 1998. The court found the defendant guilty of the offence and imposed a \$165 fine plus \$76 in court costs.	In house lawyer No external expenditure
Jessica Harland	Defendant convicted of an offence against the Companion Animals Act 1998. The court found the defendant guilty of the offence and imposed a \$165 fine plus \$79 in court costs.	In house lawyer No external expenditure
Paul Bagley	Defendant convicted of an offence against the Companion Animals Act 1998. The court found the defendant guilty of the offence and imposed a \$250 fine plus \$150 in court costs.	In house lawyer No external expenditure
Robyn Foster	Defendant convicted of an offence against the Companion Animals Act 1998. The court found the defendant guilty of the offence and imposed a \$10 fine plus \$79 in court costs.	In house lawyer No external expenditure

## Local Court Matters continued

Laisa Saena	Defendant convicted of an offence against the Companion Animals Act 1998. The court found the defendant guilty of the offence and imposed a \$165 fine plus \$79 in court costs.	In house lawyer No external expenditure
Bill Maxwell	Defendant allegedly committed offence against the Companion Animals Act 1998. The court found the defendant not guilty and dismissed the matter.	In house lawyer No external expenditure
Stephen Hartnett	Defendant convicted of an offence against the Companion Animals Act 1998. The court found the offence proven, but did not impose a fine.	In house lawyer No external expenditure
David Wilson	Defendant convicted of an offence against the Companion Animals Act 1998. The court found the offences proven, but did not impose a penalty.	In house lawyer No external expenditure
Anera Henrici Wineera Sak	Defendant convicted of an offence against the Protection of the Environment Operations Act 1997. The court found the defendant guilty and imposed a fine of \$200 plus costs of \$79.	In house lawyer No external expenditure
Garry Chicca	Defendant convicted of an offence against the Companion Animals Act 1998. The court found the offence not proven.	In house lawyer No external expenditure

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

The following table provides an overview of the court matters dealt with by Council during 2010-2011. These figures relate to actions taken by Council against other individuals or organisations. There were no fines or sanctions imposed on Council in 2010-11.

Court Matters	Number	Cost *
Matters ongoing from previous years in the Land and Environment Court	5	\$95,078
New matters in the Land and Environment Court	6	\$145,126
Local court matters	19	Nil

Costs incurred on those matters within 2010-11 only.



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

Expenses/Recovered Monies	Value
External legal expenses	\$409,347
Internal legal expenses	\$472,742
Recovered cost orders	\$349,422
Recovered fines	\$10,035

## Mayoral and Councillor Fees, Expenses and Facilities

### Clause 217(1)(a1)

The total amount of fees paid to the Mayor and Councillors for the year was \$411,889. Councillors received a fee of \$23,950 each, with the Mayor and Deputy Mayor receiving an extra fee of \$55,824 and \$13,956 respectively.

Council has a policy on the payment of expenses and provision of facilities to the mayor, Deputy Mayor and Councillors. View a copy at Council's offices or online ®

The total amount spent on providing facilities to Councillors and paying Councillors' expenses for the year was \$121,610. This includes:

Expense	Cost
Dedicated office equipment	\$17,783
Telephone calls	\$11,304
Conferences and seminars	\$29,579
Training and skill development	\$5,330
Interstate visits	\$20,221
Overseas visits	\$29,182
Expenses of spouses, partners or accompanying persons	Nil
Child care	\$8,211

## Senior Staff

### Clause 217(1)(b) and (b)

Council has a management structure consisting of a General Manager and two Directors (one of whom is the Chief Financial Officer), supported by eight Group Managers.

As at 30 June 2011 the remuneration packages (including salary, motor vehicle and superannuation) for the designated senior staff positions were:

Position	Remuneration
General Manager	\$304,000
Director – Chief Financial Officer	\$230,000
Director	\$230,000

## Overseas Visits

### Clause 217(1)(a)

Date	Location	Purpose	Attended by
3-18 Sept 2010	London, United Kingdom and Boston, USA	Deliver marketing presentation to potential and current underwriters and insurers.	Clr Ross Fowler OAM as chairman of Westpool and United Independent Pools (UIP). Paid for by Westpool 'sponsored delegate'
Oct - Nov 2010	Xicheng and Kunshan Districts, China  Gangseo-gu, Korea  Hakusan and Fujieda, Japan	Reciprocal visit invitations received following the 'Celebrate Penrith City 09' where Penrith's international partners participated in significant anniversary celebrations in Penrith.  The Mayoral-led business delegation included representation from the Council-funded Penrith Business Alliance (PBA), local business people and two professors from Sydney Medical School – Nepean (University of Sydney) and a cultural component that included members of the Penrith International Friendship Committee (PIFC).  The visit had an economic agenda with the key objectives sought to commence dialogue seeking collaboration on a range of business and medical areas, particularly the strategic areas of health and well-being with local governments in China and Korea. The Japan leg commemorated significant anniversaries with those cities.	<b>Council delegates</b>  Mayor Kevin Crameri OAM General Manager  Clr Mark Davies  Partnerships & Marketing Officer  <b>Business and Cultural delegates (self-funded)</b>  PBA Chairman PBA Chief Executive Officer  Two professors  Penrith business owners  Cultural delegates  Members of Penrith International Friendship Committee
3-17 June, 2011	Portland, Seattle and Vancouver, USA	PRIMA 2011 Annual Conference  Premier public risk conference focusing on risk management for local councils.  Study tour of various insurance pools in these locations.	Barry Husking, PCC Director, as delegate of the Westpool Board, together with Westpool and Metropool delegates. Paid for by Westpool 'sponsored delegate'

## Contracts awarded for amounts greater than \$150,000

### Clause 217(1)(a2)

Tender Arrangements General Contracts awarded and payments over \$150,000 including GST made subsequent to the calling of formal tenders were:

Contractor	Goods/services supplied	Value of contracts awarded 2010-11 (\$'000)	Current year payments (\$'000)
A & J Patten Turf Supplies	Turf supplies		154
ABCOE Distributors Pty Ltd	Child Care consumables		246
All In Good Taste Catering by Italia P/L	Catering services		166
Allied Civil Pty Ltd	Concreting	Various unit rates	193
Arcs Building Group Pty Ltd	Glazing, shop fitting and varied building trades	Various unit rates	79
B G Enterprises (NSW) Pty Ltd	Electrical, plumbing and drainage	Various unit rates	268
Because We Care	Provision of biodegradable bags		1,392
Bilas Knight Pty Ltd	Construction work at Howell Oval Cricket	2,500	2,356
Bolans Tree Services Pty Limited	Tree maintenance	Various unit rates	172
Burton Contractors Pty Ltd	Lenore Drive Erskine Park road works		1,799
Camden Soil Mix Pty Ltd	Topsoil		214
Connect Infrastructure Pty Ltd	Supply and installation of public domain street lighting		310
Corporate Commercial Facilities	CBD cleaning		287
Crest Air Conditioning	Supply and installation of air conditioning equipment at Ripples Leisure Centre		542
Denham Constructions Pty Ltd	Construction of commuter car park at Penrith Railway Station	10,845	270
Devcon Civil Pty Ltd	Footpath paving	Various unit rates	790
Electra Lift Company Pty Limited	Civic Centre elevator refurbishment		202
Gadens Lawyers	Legal services	Various unit rates	194
Greening Australia NSW	Ropes and South Creek rehabilitation works		684
Hawkesbury City Council	Animal pound services		164
HIX Management Pty Ltd	Fire services, electrical, plumbing and drainage	Various unit rates	1,050
L J Follington Constructions Pty Ltd	Grave digging services		193

## Contracts awarded for amounts greater than \$150,000 continued

### Clause 217(1)(a2)

Tender Arrangements General Contracts awarded and payments over \$150,000 including GST made subsequent to the calling of formal tenders were:

Contractor	Goods/services supplied	Value of contracts awarded 2010-11 (\$'000)	Current year payments (\$'000)
Metal Fencing Specialists	Fencing		508
Nepean Regional Security Pty Limited	Security services		484
Piekar Comm Services	Security alarms and detection systems	Various unit rates	176
Playspace Playground Pty Ltd	Park and street furniture, structures, fittings and playgrounds		167
Plateau Tree Service Pty Limited	Tree maintenance	Various unit rates	22
Programmed Maintenance Services Ltd	General painting and decorating, timberwork staining and coating	Various unit rates	189
Remondis Pty Ltd (Australia)	Waste collection and disposal		943
Schwarze Industries Australia Pty Ltd	Suction Gully Eductor Pit Cleaner	360	280
SITA Environmental Solutions	Domestic waste collection - garbage and organics and processing treatment and/or disposal of organics		10,178
Sparke Helmore Lawyers	Legal services	Various unit rates	155
SPT Telecommunications Pty Ltd	Data services		271
Star Property Maintenance Pty Ltd	Ground and lawn maintenance		168,180
Sydney Metro Tree Services	Tree maintenance	Various unit rates	254
Technology One	Business data systems		588
Telstra Corporation Limited Master	Fixed voice services – telephone services i.e. phone calls and line maintenance but does not include mobile phones.		268
Total Cleaning Services	Cleaning services		430
Visy Recycling	Domestic waste collection - recycling		1,850
Westco Building Consultants Pty Ltd	Painting, building maintenance and construction works, steel fabrication and repairs, property maintenance	Various unit rates	1,227
Western Suburbs Concrete	Supply and delivery of premixed concrete	Various unit rates	168
WSN Environmental Solutions	Processing Treatment and/or garbage disposal (SITA has since bought out WSN)		4,413

## Purchases under arrangements made by umbrella organisations

The following payments of more than \$150,000 were made on contracts implemented by umbrella organisations. These included State Government contracts implemented by Department of Commerce, Federal Government contracts, Local Government and Shires Association and Western Sydney Regional Organisation of Councils (WSROC).

Contractor	Goods/services supplied	Current year payments (\$'000)
AGL Sales Pty Limited	Electricity small sites / gas supply	472
Australia Post	Postal services	296
Avante Linemarking	Road line marking	268
Bakers Construction & Industrial	Miscellaneous stores and hardware	330
Bernipave Pty Ltd	Asphalt supply and associated services	1,222
Caltex Australia	Fuel	661
Corporate Express Australia Limited	Various IT products - Microsoft software licences	358
Cumberland Motor Group Pty Ltd	Vehicles	177
Dataflex Pty Ltd	IT hardware	388
Downer EDI Works Pty Ltd	Asphalt supply and associated services	168
Endeavour Energy	Public lighting	564
Energy Australia	Power usage street lighting and major sites	786
Fleetwood Urban Pty Ltd	Park and street furniture, structures, fittings and playground equipment	210
Fuji Xerox Australia	Photocopiers and printers	675
Fulton Hogan Industries Pty Ltd	Asphalt supply and associated services	340
Gilbert & Roach	Heavy plant purchases	183
GYC Pty Ltd	Garden sales and service	323
Heartland Motors Pty Ltd	Motor vehicles	418
Integral Energy	Street lighting	1,307
Leonard Holt Robb	Print advertising	503
PB Mapinfo Australia Pty Ltd	Satellite mapping	164
Manildra Park Pty Ltd	Fuel	597
Orbital Traffic Management Aust. Pty Ltd	Traffic control services	173
Origin Energy	Street lighting	1,240
Penrith City Automotive Pty Ltd	Motor vehicles	826
Penrith Subaru	Motor vehicles	1,162
QBE Insurance (Australia) Ltd	Insurance Green Slips	228
Road Signs & Marking Supplies Pty Ltd	Road traffic signs	153
Sinclair Ford	Motor vehicles	341
Site Group Pty Ltd	Traffic control services	127
State Asphalts Services Pty. Ltd.	Asphalt supply and associated services	4,975
United Independent Pools	Group insurance	683
Westpool	Public liability and professional indemnity insurance	1,015

## Other suppliers paid more than \$150,000

### Clause 217(1)(a2)

Contractor	Goods/services supplied	Current year payments (\$'000)
W Linden trading as All Season Design & Landscapes	Three separate contracts for landscaping	154
Enviroguard Pty Ltd	Multiple charges for disposal of soil, rock, concrete and mixed waste. (The only licensed tip in the area). A process began in 2010-11 to tender out the disposal of this waste in 2011-12.	591
Hirotec Maintenance Pty Ltd	Air conditioning services. Previous tender expired and contract was extended while a new structure was being arranged.	291
Hi-Quality Group	Multiple contracts for recycling of concrete and other waste. A process began in 2010-11 to tender out the disposal of road making materials in 2011-12.	390



## Services and Access for People with Diverse Cultural and Linguistic Backgrounds, and Access and Equity Activities

Please also see the Performance Section and enclosed CD for more details under the Community Wellbeing Program.

Council undertook many initiatives to promote services and access to services for people from diverse cultural and linguistic backgrounds, people of Aboriginal and Torres Strait Islander backgrounds and other groups such as women, children, older people and people with a disability. Some highlights are:

- Council set up an internal Diversity Reference Group in November 2010 to improve access to Council services for people of culturally and linguistically diverse (CALD) backgrounds. Initiatives completed in 2010-11 included a new provider appointed for staff diversity training, a resource toolkit for working with CALD communities being made available to staff on the Intranet and a list of bilingual staff willing to act as informal interpreters or language aides for customer service.
- Council hosted the 10th anniversary event of Penrith NAIDOC Week Family Gathering which attracted about 4,000 people. Activities include musical performances, health checks, children's and youth activities and meals for the elderly as well as 35 stalls.
- To celebrate the International Day for People with Disability, Council co-hosted the Sound and Light Celebration, a collaboration of different art forms and media, with the University of Western Sydney. It was held at the Joan Sutherland Performing Arts Centre on 3 December 2010.
- To support the professional development of a creative industry, Council co-organised a successful Clay at the Corner exhibition at St Marys Corner Community and Cultural Precinct in April 2011 with the Nepean Potters' Society. A 'Meet the Potters' event and exhibitions were also held at the St Marys Memorial Hall and the Penrith City Library.
- To establish a cultural program for children, Council partnered with the Western Sydney Young People's Literature Project to present St Marys Story Makers, a workshop series for children aged nine

to 13. The project was an exciting creative venture bringing professionals, story tellers and illustrators directly to children and offered a colourful and engaging program which saw children develop stories, graphic novels, reading and writing, puppetry, cartooning, children's books, illustrations and performances.

- The Women's Services Sector Advocacy Strategy, which aims at ensuring the delivery of accessible services for local women in Penrith City, continued to be implemented in 2010-11. Achievements included a submission sent in response to the Draft NSW Women's Plan and the development of three fact sheets relating to issues affecting women in Penrith, domestic violence, equal pay and young women experiencing issues of mental health and substance abuse. These fact sheets were aimed at raising community awareness and generating community actions on these issues.

## Services and programs that provide for the needs of children

Council achieved its objective of providing diverse and extensive quality childcare services to meet the needs of local families, in 2010-11 including:

- 39 services managed by a co-operative board including:
  - › 17 long day care
  - › nine before and after school care
  - › six vacation care
  - › one occasional care and
  - › six preschools
- Two services managed by Council including the Glenmore Park Child and Family Precinct and the mobile playvan.

Council also supported families' needs by running projects to resource staff to enhance inclusion of children:

- With additional needs and disabilities;
- With family backgrounds including Indigenous; and
- Whose home language was other than English.

This was achieved through appropriate programs in all service types and offering support services projects.

This cross section of service types met the diverse range of family needs by:

- Providing childcare principally for the children of working parents in long day care, vacation care and before and after school care, for a range of hours between 6.30am and 6.30pm;
- Involving parents in the development of educational programs for children up to six years and in recreation programs for children from five to 12 years;
- Providing care and education programs for children aged from zero to six in occasional care for parents generally not working outside the home;
- Providing a mobile playvan that supports social networking for families in residential areas that do not have established services, in the rural sector and by extending the service to the older, established area of North St Marys;

- Implementing a Family Links Project to support parenting capabilities in areas of healthy eating and social networks for families and to promote children's centres as hubs in the community;
- Improving equity by levelling fee structures across service types;
- Implementing the Active Out Of School program and Munch and Move to promote healthy lifestyles, as well as strengthening cyclical menus at all sites that provide meals for children; and
- Participating in local forums and networks to share information with other service providers and distribute information to services and families.

Council further supported the needs of families through projects to resource staff to ensure the inclusion of children with additional needs and disabilities and family backgrounds that include Indigenous and those with a home language other than English. This was done through:

- Continuing the Federally funded Inclusion Support Agency to empowering childcare service staff across the Penrith, Blue Mountains and Hawkesbury regions to deliver inclusive services for children with additional needs in long day care, vacation care, out of school hours services, occasional care, family day care and in home care services, including Council sponsored, community based and commercial services;
- Running the Supporting Aboriginal Access to Children's Services project to encourage Indigenous families to use Council's preschools, long day and occasion care services and to offer practical guidance to build the capacity of staff around Aboriginal practices and activities;
- Maintaining and further developing Indigenous information and equipment resources for long day care centres, preschools and occasional care services;
- Ensuring Children's Services staff take part in local NAIDOC Week celebrations, disability expos and information sessions for specific culturally and linguistically



diverse (CALD) community groups and children from a refugee background;

- Providing Children's Services staff with access to professional development training about inclusion of children with additional needs;
- Providing support to access flexible support funding, specialist equipment, bicultural support, Indigenous professional support units and general resources through the Professional Support Coordinators directly linked with the Inclusion Support Agency via the Inclusion and Professional Support Program;
- Providing support to access Commonwealth Inclusion Support Subsidies (589 applications) and ongoing assistance to include children with high, ongoing support needs in long day care, vacation care, out of school hours services, occasional care, family day care and in home care services;
- Continuing the distribution of regular newsletters to provide information on up to date guidelines, initiatives and practices to support the inclusion of children with additional needs;
- Providing direct assistance to children with high support needs through the successful continuation of the OOSH Integration Project to facilitate the access of children with disabilities into OOSH services;
- Providing access for children aged 12 to 18 with high support needs to vacation care programs through the Recreation and Peer Support (RAPS) service which gives them opportunities to engage in the community and develop independent skills through recreational excursions; and
- Providing ongoing coaching and mentoring, tailor made to individual children's centres, to ensure the implementation of the Early Years Learning and the My Time: Our Place curriculum frameworks.

In 2010-11 Council continued to review its Children's Services and:

- Continued to upgrade facilities with improvements to centre playgrounds and buildings to ensure compliance with legislation and regulations;
- Implemented shade audits across all centres;
- Improved customer service with the further development of a centralised waiting list for a place in children's centres;
- Attended career expos and university open days and participated in the Corporate Partners for Change program to promote services and child care as a career of choice;
- Provided a trainee program to encourage child care as a career of choice and help maintain a skilled workforce - this included hospitality traineeships for the second year;
- Provided work experience opportunities for TAFE and university students;
- Implemented a five year business plan that identifies four key areas of leadership, resources, people and quality;
- Developed and implemented a marketing plan with strategies to raise the profile of children's services within the community and highlight the range of services available; and
- Lobbied extensively at local, state and federal government levels for standards of care and education across the City.

Council encouraged community participation in the management of its Children's Services where possible, including:

- Delegating care, control and management of 39 services to the innovative management structure, the Penrith City Children's Services Cooperative Ltd, through Section 377 of the Local Government Act, 1993. The cooperative has been successfully operating since 2003;

- Conducting parent meetings and annual surveys for evaluation of the services directly managed by Council;
- Holding open days, festivals and functions across the services to provide opportunities for the community to participate in children's activities, view the centres and learn about available services; and
- Promoting the services available to the community through media advertising, brochures, flyers, open days and Children's Week. Written information on all services was distributed widely.



## Work Carried Out on Private Land

### Local Government Regulation 217 (1)(a4)

Site	Works up to 30 June 2011	Cost (\$ value)	Subsidised
Carinya Avenue, St Marys to St Marys Village Shopping Centre. The work carried out was largely on Council land south of the car park with a small connection required on private land owned by Mirvac Funds Ltd.	Construction of 2m wide footpath from Carinya Ave (at Crana Street) to the eastern pedestrian entry of St Marys Village Shopping Centre	55,400 (\$5,000 of which was spent on private land owned by Mirvac Funds Ltd)	50% subsidised by Council  50% provided by Mirvac Funds Ltd.

## Financial Assistance

### Clause 217(1)(a5)

Under Section 356 of the Local Government Act 1993, Council allocated \$13,950 to selected amateur sportspeople or representatives of art, music, and culture, who were residents, members of local clubs, or students of schools and educational institutions within the Penrith LGA or who represented NSW or Australia interstate or overseas. In 2010-2011, Council allocated \$45,500 through the Community Assistance Program to fund 57 projects for many population target groups across the City.

## Equal Employment Opportunity (EEO) Management Plan

### Clause 217(1)(a9)

The Local Government Act 1993 requires each Council to prepare and implement an Equal Employment Opportunity (EEO) Management Plan. Activities undertaken in 2010-11 to support EEO principles included:

- Equal Employment Opportunity (EEO) Management Plan 2011-2014 developed and implemented;
- EEO and Anti Discrimination Policy developed and implemented;
- Gender Equity Forum conducted December 2010;
- Achieved a Bronze Award under ALGWA's 50:50 Vision – Council for Gender Equity program;
- Traineeships awarded to two people with a disability and two people of Aboriginal or Torres Strait Islander background; and
- Reasonable workplace adjustments continued to be provided for 11 people with a disability.
- EEO related learning and development opportunities were provided to 272 staff members

## External Bodies Exercising Council Functions

### Clause 217 (1)(a6)

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

## Council Committees

Council has delegated functions to the following committees formed under section 377 of the Local Government Act 1993 and allocated authority under section 355 of that Act. These committees are referred to as:

Section 355 Committees		
No.	Committee Name	Status
1	Audit Committee (This committee had no authority granted to it)	Functional
2	St Marys Development Committee	Functional
3	Arms Australia Inn Management Committee	Functional
4	Access Committee	Functional
5	Emu Plains Tennis Courts Management Committee	Functional
6	Jamison Park Netball Complex Management Committee	Functional
7	Penrith Schools Boatshed Management Committee	Functional
8	Ray Morphett Pavilion Management Committee	Functional
9	Samuel Marsden Road Riding and Facility Committee	Functional
10	Penrith Valley Senior Citizens' Centre Management Committee	Functional
11	Western Sydney Regional Committee for Illegal Dumping	Functional
12	Penrith International Friendship Committee	Functional
13	Lemon Gardens Retirement Village Residents' Committee - Lemon Grove Retirement Village (Property sold to Anglican Retirement Villages on 30 June 2011. Committee disbanded).	(Property sold 30 June 2011)
14	Andromeda Neighbourhood Centre Management Committee	Functional
15	Kingswood Neighbourhood Centre Management Committee (advisory role)	Functional
16	North Penrith Community Centre Management Committee	Functional
17	Regentville Hall Management Committee	Functional
18	Werrington Community Cottage Management Committee	Functional
19	South Penrith Neighbourhood Centre Management Committee	Functional
20	Heritage Advisory Committee	Functional
21	Policy Review Committee	Functional
22	Senior Staff Recruitment/Review Committee	Functional
23	Penrith Valley Community Safety Partnership	Functional

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

## Companies in which Council held a Controlling Interest

### Clause 217(1)(a7)

Companies in which Council held a controlling interest during 2010-11 were:

- Penrith Performing and Visual Arts Limited;
- City of Penrith Regional Indoor Aquatic and Recreation Centre Limited;
- Penrith Whitewater Stadium Limited; and
- Penrith City Children's Services Co-Operative Limited (including 24 advisory committees).

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

- Penrith Business Alliance Limited (PBA) (which Council funds);
- The Western Sydney Regional Organisation of Councils (WSROC);
- WSROC Group Apprentices Limited;
- The Penrith City and District Business Advisory Centre Limited;
- Penrith Performing and Visual Arts Limited;
- Penrith Sports Stadium Limited;
- Westpool; and
- United Independent Pools.

Council also has representation on the following incorporated associations.

- St Marys Town Centre Association; and
- Penrith City Centre Association.

## Partnerships, Co-operatives and Joint Ventures involving Council

### Clause 217(a)(a8)

Council is a member of Westpool, which is a joint initiative councils in Western Sydney set up 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.

## Companion Animals Act and Regulation – enforcement and compliance

### Clause 217(1)(f)

This statement requires Council report its activities in enforcement and ensuring compliance with the Companion Animals Act 1998 and Companion Animals Regulation 2008. It can be viewed in our supplementary statutory information.

The lodgement of pound data collection returns is conducted annually in accordance with section 15 and 15.2 of the guidelines on the Exercise of Functions under the Companion Animals Act 1988 and is provided to the Division of Local Government by 31 August 2011.

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

Council's budget for companion animal management and activities was \$457,000 in 2010-11.

Companion animal community education programs carried out and strategies Council has in place were:

- Providing ongoing information regarding cheaper registration fees for desexed animals;
- Council's Companion Animal staff offering public education face-to-face and by telephone;
- Conducting education days throughout Penrith City;
- Advertising and organising editorial coverage about companion animal issues in the local media;
- Monitoring companion animal compliance within Council's parks and reserves; and
- Issue notice to residents who have yet to lifetime register their companion animals

under section 10(b) of the Companion Animals Act 1988. About 2,500 notices were issued in 2010-11.

The strategies Council has in place to comply with the requirements under section 64 of the Companion Animals Act 1988 to seek alternatives to euthanasia for unclaimed animals are to:

- Return animals to the owner when identified rather than being impounded at the animal shelter;
- Send seizure letters to identified owners within 24 hours to advise of their animal's impounding;
- Advertise for sale in the local media and online impounded unidentified animals;
- Offer dogs and cats to animal rescue organisations that hold a section 16(d) exemption under the Companion Animals Regulation 2008; and
- Maintain an animal holding facility agreement which sees Council use Hawkesbury City Council's Animal Shelter as an impounding facility.

Council has six dog off-leash exercise areas which are maintained and improved when funds are available.

In accordance with section 85(1)(a) of the Companion Animals Act 1988, Council received \$181,828 from the Companion Animals Fund in 2010-11 against an expectation of receiving \$140,000.



## Environmental Planning and Assessment (EPA) ACT 1979

### Section 93G(5) EPA Act 1979

93G Information about planning agreements

There are six applicable agreements in the reporting period.

1. South Werrington Urban Village Planning Agreement
2. Caddens Release Area Planning Agreement
3. Claremont Meadows (Stage 2) Planning Agreement
4. St Marys Penrith Planning Agreement
5. Glenmore Park (Stage 2) Planning Agreement
6. 73 Great Western Highway, Emu Plains

# Government Information (Public Access) Act 2009

(section 125)

**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
Media	0	1	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	8	2	0	1	0	0	0	0
Not for profit organisations	0	0	0	0	0	0	0	0
Members of the public (applications by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	5	1	1	0	0	0	0	0

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

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	5	2	0	0	0	0	0	0
Access applications (other than personal information)	8	2	1	1	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

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

**Table C: Invalid applications**

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	2
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	2
Invalid applications that subsequently became valid applications	0

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

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	1
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

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







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

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	4
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

STATUTORY

**Table F: Timelines**

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	18
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	6
<b>Total</b>	<b>24</b>

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

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of the Act	0	0	0
Review by the Administrative Decisions Tribunal of NSW	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* 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)**

Applicant type	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0





# Financials

**Penrith City Council**

Financial Statements Summary  
for the year ended 30 June 2011



# Financial Statement Summary

This section summarises Council's 2010-11 financial statements. Full statements are available [online](#), on the accompanying CD or a printed copy is available upon request.

It compares the reported financial results to Council's objectives. For more information, contact Council's Financial Services Department on (02) 4732 7815 or email [penrithcity@penrithcity.nsw.gov.au](mailto:penrithcity@penrithcity.nsw.gov.au) for any assistance required to understand the reported results.

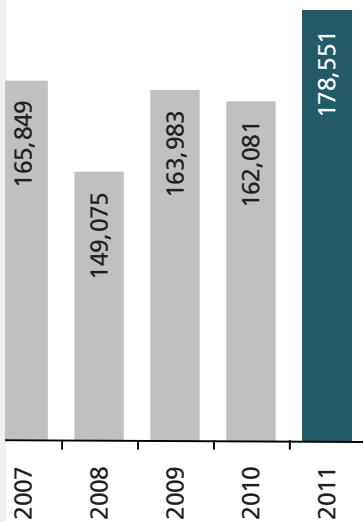
These statements are produced in accordance with the Australian Accounting Standards and the NSW Local Government Code of Accounting Practice. The Australian Accounting Standards Board (AASB) has adopted International Financial Reporting Standards (IFRS) and issued the Australian equivalents (AIFRS).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

Under the 1993 NSW Local Government Act, Council must produce an audited set of financial statements, which are available on the enclosed CD and [online](#) via Council's website [www.penrithcity.nsw.gov.au](http://www.penrithcity.nsw.gov.au).

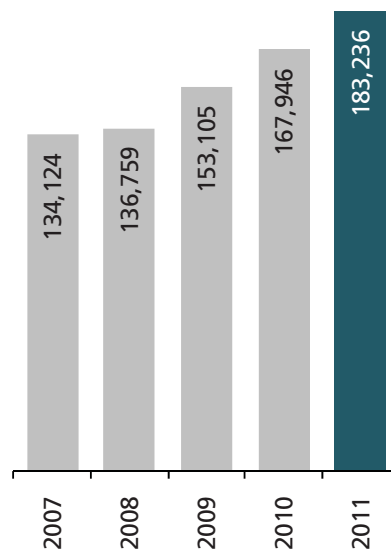
## Summary of 2010-11 Key Results and Events

- Overall income ▲ by 10.2% to \$178.6m
- Total Expenses ▲ 9.1% to \$183.2m
- Total Assets ▲ 64.8% to \$2,362m
- Net Assets ▲ 70.1% to \$2,250m
- Asset \$ per head of population is \$13,547
- Liabilities ▲ 1.9% to \$112m
- Liabilities per head of population is \$642
- Infrastructure, Property Plant & Equipment ▲ 68.2% to \$2,259m

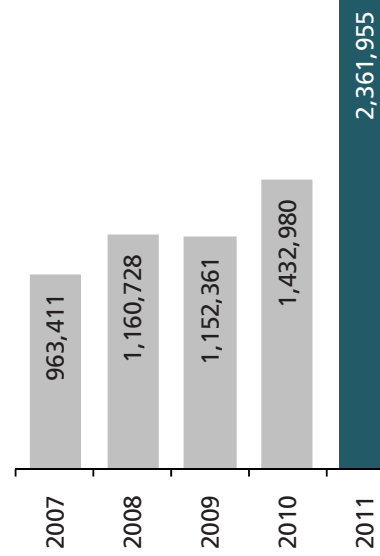
Total Income (\$'000)



Total Expenses (\$'000)



Total Assets (\$'000)





### Five-Year Financial Summary

for the Year Ended 30 June	Units	2011	2010	2009	2008	2007
Total Income from Continuing Operations	\$000	<b>178,551</b>	162,081	163,983	149,075	165,849
Total Expenses from Continuing Operations	\$000	<b>183,236</b>	167,946	153,105	136,759	134,124
Net Operating Result for Year	\$000	<b>(4,685)</b>	(5,865)	10,878	12,316	31,725
Capital Grants and Contributions	\$000	<b>13,335</b>	4,475	12,068	14,375	32,824
Net Operating Result before Capital Grants and Contributions	\$000	<b>(18,020)</b>	(10,340)	(1,190)	(2,059)	(1,099)
Further breakdown of Income Statement items are shown in Appendix 1						
Current Assets	\$000	<b>71,355</b>	55,571	56,588	60,302	61,654
Non-Current Assets	\$000	<b>2,290,600</b>	1,377,409	1,095,773	1,100,426	901,757
Current Liabilities	\$000	<b>50,385</b>	45,762	43,352	39,763	40,037
Non-Current Liabilities	\$000	<b>61,527</b>	64,092	59,077	58,455	53,658
Total Equity	\$000	<b>2,250,043</b>	1,323,126	1,049,932	1,062,510	869,716
Further breakdown of Balance Sheet items are shown in Appendix 1						
Cash Flows from Operating Activities	\$000	<b>22,003</b>	22,288	30,500	24,119	36,060
Cash Flows from Investing Activities	\$000	<b>(15,684)</b>	(27,901)	(27,903)	(32,221)	(35,503)
Cash Assets at the end of Reporting Period	\$000	<b>8,361</b>	4,049	5,035	809	3,262
Rates Outstanding	%	<b>5.60</b>	5.67	4.94	5.04	4.72
Unrestricted Current Ratio	Ratio	<b>1.19:1</b>	1.03:1	1.17:1	1.15:1	1.33:1
Debt Service Ratio	%	<b>7.65</b>	7.82	7.45	7.13	7.32
Asset Renewal	%	<b>46.6</b>	51.6	56.9	43.2	51.0
Further details of these indicators are provided in Note 13						

## Financial overview

Our financial performance in 2010-11 key points:

- A net deficit of \$4.7m for the year;
- A budget surplus of \$58,764;
- An increase in assets from \$1,433m in 2009-10 to \$2,362m in 2010-11, with assets per capita increasing from \$8,219 per person to \$13,547 (assumed population 174,359) per person during this period;
- An increase in liabilities from \$110m in 2009-10 to \$112m in 2010-11 with liabilities per capita of \$642;
- A decrease in rates and annual charges outstanding to 5.6% (in 2009-10 it was 5.67%);
- A slightly smaller capital works program of \$33.6m in 2010-11 compared with \$38.5m in 2009-10 (this was due to changing the focus to maintenance plus less works funded by grants);
- A total of 51% of Council's income coming from Rates and Annual Charges (this is three per cent less than 2009-10 because we received more in grants and contributions in 2010-11); and
- Other key ratios are outlined in Note 13.

### Ensuring Financial Sustainability

Council's financial performance is aligned with its continued focus on long term financial sustainability. We review our Operational Plan and financial performance regularly throughout the year to adapt to changing conditions and needs.

Council regularly reviews its Long Term Financial Plan (LTFP) to ensure short-term needs are considered against long-term sustainability.

Council's investment policies and strategies have been effective in producing solid returns on ratepayers' funds. On average our investments returned 5.82% in 2010-11, which outperformed the average Bank Bill Swap Rate (BBSR) of 4.91%.

Council's weighted interest rate on borrowings increased slightly due to the continued

high costs of capital. Council continues to use borrowings to fund an accelerated infrastructure program, but Council's debt level is continually monitored to make sure it is sustainable without risking service levels.

Council's operating result for the year – a \$4.7m deficit – was impacted by depreciation increases from the now completed transition to Fair Value of Council's assets. As part of the further revision of the Long Term Financial Plan (LTFP) planned for 2011-12, it is expected an adjusted net surplus/deficit indicator be considered to take into account:

- The desired level of asset condition and not the replacement cost;
- Asset renewal activities; and
- Maintenance of existing service capacity through new assets.

The recently approved Special Rate Variation has ensured that Council's long term financial sustainability has been secured.

### Delivering Infrastructure

Council is committed to renewing its assets. Local government in NSW faces a large backlog of work to bring roads, drainage and building assets to satisfactory standards. Council's commitment to addressing our infrastructure backlog has seen increased funding for asset maintenance and renewal and the development of renewal programs for all key asset classes in recent years.

The review of the LTFP and Resource Strategy in 2010-11 highlighted progress made in several asset classes, but Council could not fully fund all asset renewal programs identified. Addressing our infrastructure backlog was one of the key drivers of the Special Rate Variation. Council now has a program in place to address the identified infrastructure backlog for all key asset classes. Schedule 7 provides further information about the conditions of these assets.

## Developer Contribution Reforms

On 4 June, 2010, the then NSW Premier announced changes to the Developer Contributions planning process involving capping such contributions to \$20,000 per new lot/dwelling. This change affected several current and future release areas in Penrith City and Council estimated it would face a \$268m shortfall for the provision of infrastructure. Following intensive lobbying by growth councils, including Penrith, the Premier announced further changes on 31 August 2010.

These changes, which included increasing the cap for Greenfield sites to \$30,000 and grandfathering existing plans where 25% of Development Applications had been lodged, have resulted in the reforms impacting only one release area with an existing Contributions Plan in place – Werrington Enterprise Living and Learning (WELL). The indicative shortfall for this area, under the most recent changes was estimated at \$32m. Over the past 12 months, Voluntary Planning Agreements (VPAs) progressed for the North Penrith and the St Marys Release areas to ensure appropriate community infrastructure is provided and funded for those communities.

At the time of these announcements, Council had completed reviewing its section 94 plans, as the Minister for Planning had directed. Council has since adopted these plans and submitted them to the Minister for determination and remaking. As part of the review, Council's plans will have a clause inserted to allow for the works completed in advance of receiving funds to be offset against the balances of the total s94 plans rather than against Council's internal reserves as is the current situation. Unfortunately, the announced changes and the introduction of the cap has delayed the remaking of these plans. The inability of Council's s94 plans to borrow against each other for works funded ahead of contributions continues to constrain Council's Unrestricted Current Ratio. It is proposed that this issue be further investigated over the next reporting period to continue to assess the impact of the \$30,000 s94 cap and if it is still possible to have this clause inserted into Council's Plans.

Council's full Financial Statements are available on the enclosed CD or [online](#).



**Andrew Moore**  
Financial Services Manager



**Vicki O'Kelly**  
Group Manager Finance  
Responsible Accounting Officer



**INCOME STATEMENT**  
for the year ended 30 June 2011

Budget <sup>(1)</sup>		Notes	Actual	Actual
2011	\$ '000		2011	2010
<b>Income from Continuing Operations</b>				
<i>Revenue:</i>				
90,266	Rates & Annual Charges	3a	90,630	87,339
30,111	User Charges & Fees	3b	30,455	28,714
3,716	Interest & Investment Revenue	3c	3,807	2,877
5,167	Other Revenues	3d	6,345	6,415
25,406	Grants & Contributions provided for Operating Purposes	3e,f	33,553	28,701
5,440	Grants & Contributions provided for Capital Purposes	3e,f	13,335	4,475
<i>Other Income:</i>				
-	Net gains from the disposal of assets	5	-	2,734
	Net Share of interests in Joint Ventures & Associated			
50	Entities using the equity method	19	426	826
160,156	Total Income from Continuing Operations		178,551	162,081
<b>Expenses from Continuing Operations</b>				
72,073	Employee Benefits & On-Costs	4a	72,601	71,437
3,906	Borrowing Costs	4b	4,139	4,049
49,094	Materials & Contracts	4c	45,327	44,715
26,001	Depreciation & Amortisation	4d	39,565	31,550
14,538	Other Expenses	4e	19,645	16,195
462	Net Losses from the Disposal of Assets	5	1,959	-
166,074	Total Expenses from Continuing Operations		183,236	167,946
<b>(5,918)</b>	<b>Operating Result from Continuing Operations</b>		<b>(4,685)</b>	<b>(5,865)</b>
<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes</b>				
(11,358)			(18,020)	(10,340)

(1) Original Budget as approved by Council - refer Note 16





**BALANCE SHEET**  
*as at 30 June 2011*

\$ '000	Notes	Actual 2011	Actual 2010
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash & Cash Equivalents	6a	8,361	4,049
Investments	6b	46,142	42,752
Receivables	7	13,177	6,016
Inventories	8	2,328	2,304
Other	8	1,347	450
<b>Total Current Assets</b>		<b>71,355</b>	<b>55,571</b>
<b>Non-Current Assets</b>			
Investments	6b	7,921	11,945
Receivables	7	2,154	2,033
Infrastructure, Property, Plant & Equipment	9	2,258,994	1,342,912
Investments accounted for using the equity method	19	2,896	2,470
Investment Property	14	18,635	18,049
<b>Total Non-Current Assets</b>		<b>2,290,600</b>	<b>1,377,409</b>
<b>TOTAL ASSETS</b>		<b>2,361,955</b>	<b>1,432,980</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Payables	10	15,688	12,894
Borrowings	10	7,656	6,877
Provisions	10	27,041	25,991
<b>Total Current Liabilities</b>		<b>50,385</b>	<b>45,762</b>
<b>Non-Current Liabilities</b>			
Borrowings	10	59,999	62,785
Provisions	10	1,528	1,307
<b>Total Non-Current Liabilities</b>		<b>61,527</b>	<b>64,092</b>
<b>TOTAL LIABILITIES</b>		<b>111,912</b>	<b>109,854</b>
<b>Net Assets</b>		<b>2,250,043</b>	<b>1,323,126</b>
<b>EQUITY</b>			
Retained Earnings	20	1,853,892	867,353
Revaluation Reserves	20	396,151	455,773
<b>Total Equity</b>		<b>2,250,043</b>	<b>1,323,126</b>

## Financial Statements



### STATEMENT OF CHANGES IN EQUITY for the year ended 30 June 2011

\$ '000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Equity Interest	Total Equity
<b>2011</b>					
<b>Opening Balance</b> (as per Last Year's Audited Accts)		867,353	455,773	1,323,126	1,323,126
<b>Revised Opening Balance</b> (as at 1/7/10)		<b>867,353</b>	<b>455,773</b>	<b>1,323,126</b>	<b>1,323,126</b>
<b>Net Operating Result for the Year</b>		(4,685)	-	(4,685)	(4,685)
Other Comprehensive Income					
- Change in LUR acquired post 1 Jul 2008	20 (c)	(449)	-	(449)	(449)
- Recognition of LUR acquired pre-1 Jul 2008	20 (c)	1,107,027	-	1,107,027	1,107,027
- Change in Community Land valuations	20 (a)	(115,354)	-	(115,354)	(115,354)
- Correction of land on revaluations	20 (d)	-	(59,622)	(59,622)	(59,622)
<b>Other Comprehensive Income</b>		<b>991,224</b>	<b>(59,622)</b>	<b>931,602</b>	<b>931,602</b>
<b>Total Comprehensive Income</b>		<b>986,539</b>	<b>(59,622)</b>	<b>926,917</b>	<b>926,917</b>
<b>Equity - Balance at end of the reporting period</b>		<b>1,853,892</b>	<b>396,151</b>	<b>2,250,043</b>	<b>2,250,043</b>

\$ '000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Equity Interest	Total Equity
<b>2010</b>					
<b>Opening Balance</b> (as per Last Year's Audited Accts)		891,162	158,770	1,049,932	1,049,932
<b>Revised Opening Balance</b> (as at 1/7/09)		<b>891,162</b>	<b>158,770</b>	<b>1,049,932</b>	<b>1,049,932</b>
<b>Net Operating Result for the Year</b>		(5,865)	-	(5,865)	(5,865)
Other Comprehensive Income					
- Revaluations : IPP&E Asset Revaluation Rsve	20b (ii)	-	297,003	297,003	297,003
- Correction of Depreciation Error on Revals	20b (ii)	(17,944)	-	(17,944)	(17,944)
<b>Other Comprehensive Income</b>		<b>(17,944)</b>	<b>297,003</b>	<b>279,059</b>	<b>279,059</b>
<b>Total Comprehensive Income</b>		<b>(23,809)</b>	<b>297,003</b>	<b>273,194</b>	<b>273,194</b>
<b>Equity - Balance at end of the reporting period</b>		<b>867,353</b>	<b>455,773</b>	<b>1,323,126</b>	<b>1,323,126</b>



**CASH FLOW STATEMENT**  
for the year ended 30 June 2011

Budget 2011	\$ '000	Notes	Actual 2011	Actual 2010
<b>Cash Flows from Operating Activities</b>				
<b>Receipts:</b>				
94,063	Rates & Annual Charges		90,589	86,477
31,991	User Charges & Fees		32,075	31,569
3,716	Investment & Interest Revenue Received		3,556	2,675
31,288	Grants & Contributions		36,031	33,881
3,276	Other		5,918	7,570
<b>Payments:</b>				
(71,485)	Employee Benefits & On-Costs		(71,193)	(70,408)
(54,532)	Materials & Contracts		(50,373)	(48,539)
(3,906)	Borrowing Costs		(4,139)	(4,049)
(16,397)	Other		(20,461)	(16,888)
18,014	<b>Net Cash provided (or used in) Operating Activities</b>	11b	22,003	22,288
<b>Cash Flows from Investing Activities</b>				
<b>Receipts:</b>				
154,813	Sale of Investment Securities		160,276	154,813
-	Sale of Real Estate Assets		-	3,350
1,538	Sale of Infrastructure, Property, Plant & Equipment		7,623	1,967
-	Deferred Debtors Receipts		5	5
<b>Payments:</b>				
(146,304)	Purchase of Investment Securities		(159,642)	(151,479)
(21,154)	Purchase of Infrastructure, Property, Plant & Equipment		(23,918)	(36,396)
(50)	Purchase of Real Estate Assets		(28)	(161)
(11,157)	<b>Net Cash provided (or used in) Investing Activities</b>		(15,684)	(27,901)
<b>Cash Flows from Financing Activities</b>				
<b>Receipts:</b>				
4,358	Proceeds from Borrowings & Advances		4,869	11,789
<b>Payments:</b>				
(11,268)	Repayment of Borrowings & Advances		(6,876)	(7,162)
(6,910)	<b>Net Cash Flow provided (used in) Financing Activities</b>		(2,007)	4,627
(53)	<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>		4,312	(986)
4,049	plus: Cash & Cash Equivalents - beginning of year	11a	4,049	5,035
3,996	<b>Cash &amp; Cash Equivalents - end of the year</b>	11a	8,361	4,049
Additional Information:				
	plus: Investments on hand - end of year	6b	54,063	54,697
	<b>Total Cash, Cash Equivalents &amp; Investments</b>		62,424	58,746

Please refer to Note 11 for information on the following:

- Non Cash Financing & Investing Activities.
- Financing Arrangements.
- Net cash flow disclosures relating to any Discontinued Operations

# Glossary



AASB	Australian Accounting Standards Board
ACCA	Association of Certified and Chartered Accountants
ARA	Australasian Reporting Awards
AREAS	Asset Renewal and Established Areas Strategy
ABS	Australian Bureau of Statistics
AFAIM	Associate Fellow of the Australian Institute of Management
AIFRS	Australian Equivalents International Financial Reporting Standards
CALD	Culturally and Linguistically Diverse
CAP	Community Assistance Program
CDSE	Community Development Support Expenditure
CLAIR	Council of Local Authorities for International Relations
CO2	Carbon Dioxide
COS-e	Equivalent tonnes of carbon dioxide, an internationally recognised measure of greenhouse gas emissions
DAs	Development Applications
DECC	Department of Environment and Climate Change
DEEWR	Department of Education, Employment and Workplace Relations
DLG	Division of Local Government
DOP	Department of Planning
EEO	Equal Employment Opportunity
EEP	Enhanced Environmental Program
EPPR	Employee Performance Planning and Review
GIPA	Government Information (Public Access) Act 2009
GHG	Greenhouse Gas

GPT	Gross Pollutant Trap
GRI	Global Reporting Initiative
HNCMA	Hawkesbury Nepean Catchment Management Authority
HRCC	Hawkesbury River County Council
ICE	Information and Cultural Exchange
IFRS	International Financial Reporting Standards
IUCN	International Union for the Conservation of Nature and Natural Resources
JCC	Joint Consultative Committee
JSPAC	Joan Sutherland Performing Arts Centre
KPI	Key Performance Indicator
LDC	Long Day Care
LEP	Local Environmental Plan
LGA	Local Government Area
LGMA	Local Government Managers' Australia
NAIDOC	National Aboriginal and Torres Strait Islander Day of Celebration
NSW	New South Wales
OH&S	Occupational Health and Safety
OH&S&IM	Occupational Health and Safety and Injury Management
OOSH	Out of School Hours
OSSM	On-Site Sewage Management
PITLUS	Penrith Integrated Transport and Land Use Strategy
PLANS	People's Lifestyle Aspiration and Needs Study
RAAF	Royal Australian Air Force
RAN	Royal Australian Navy
RAQI	Regional Air Quality Index
RID	Regional Illegal Dumping
ROSSMP	Ropes and South Creek Regional Open Space Strategic Management Plan
TAFE	Technical and Further Education
UDIA	Urban Development Institute of Australia
UNEP	United Nations Environment Program
UWS	University of Western Sydney
WELL	Werrington Enterprise, Living and Learning
WSROC	Western Sydney Regional Organisation of Councils

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# Feedback

## Penrith City Council Annual Report 2010-11 Feedback Form

We need your help to continue to improve our reporting. Please complete this feedback form, tear it out and return it to Penrith City Council by mailing it to PO Box 60, Penrith NSW 2751 or by faxing to 02 4732 7958. You can also complete the feedback form online at our website or send your comments directly to ar@penrithcity.nsw.gov.au.

### 1. To which stakeholder group do you belong?

- Community
- Community group
- Contractor / supplier
- Employee
- Non government organisation
- Other Council
- Other \_\_\_\_\_

### 2. Please rank the report in each of the following aspects:

	Poor	Average	Good	Excellent
Level of detail provided				
Range of information provided				
Usefulness of the report				
Layout and design				

### 3. Please rank the report on the information it provided you with about Council's performance in the areas of:

	Poor	Average	Good	Excellent
Organisational profile				
Governance				
Economic				
Environment				
Social				
Statutory reporting				
Financial summary				

### 4. Please give the report an overall ranking:

Poor	Average	Good	Excellent

5. The most interesting or relevant part(s) of the report for you were:

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6. The least interesting or relevant part(s) of the report for you were:

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7. Please write any other comments you would like to make here. (You are welcome to attach additional pages.)

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Do you want to receive future Annual Reports: Yes / No (Please circle)

Your contact details (optional)

Name \_\_\_\_\_

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*Thank you for providing your feedback.*

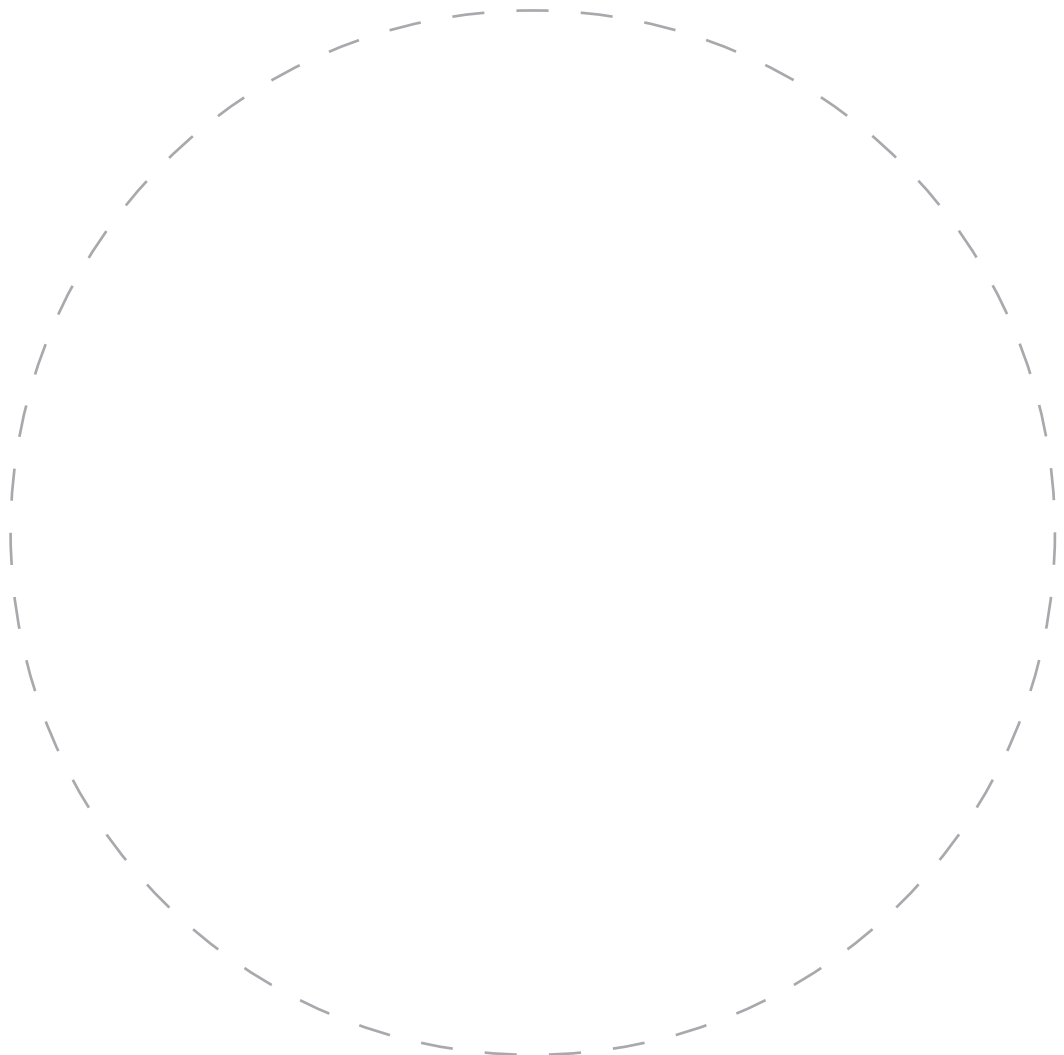
# Have your say about the 2010-11 Annual Report

If you have any comments about this report we would like to hear from you.

<b>1. Feedback form</b>	You can fill out the feedback form and fax or post it to: Group Manager Information & Customer Relations Penrith City Council PO Box 60 PENRITH NSW 2751 Or Fax (02) 4732 7958
<b>2. Letter</b>	You can write a letter and mail it to: General Manager, Penrith City Council PO Box 60 PENRITH NSW 2751
<b>3. Phone</b>	You can speak to the Group Manager Information & Customer Relations during business hours.
<b>4. Email</b>	You can e-mail your comments to Council at <a href="mailto:ar@penrithcity.nsw.gov.au">ar@penrithcity.nsw.gov.au</a>

## CD incorporating interactive annual report

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## Penrith City Council Annual Report 2010-2011

### Acknowledgements

Photos by Deep Hill Fine Art Media, Adam Hollingworth (Hired Gun Photography) and Penrith City Council staff.  
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Website: [www.penrithcity.nsw.gov.au](http://www.penrithcity.nsw.gov.au)



### Environmental profile of paper used in Annual Report

As part of Council's ongoing commitment to organisational sustainability, the Annual Report has been printed on paper certified to meet sustainability guidelines.

The Onyx paper used is 100% recycled – a combination of 60% pre consumer and 40% post consumer waste, with the recycled pulp brightened in a Processed Chlorine Free environment (PCF). Onyx is produced in an ISO14001 accredited facility and is Chain of Custody certified by the Forest Stewardship Council. The Onyx range is also endorsed as Carbon Neutral by the Federal Government's Department of Climate Change and Energy Efficiency.

