



# Annual Report

2023-24



Children enjoying the performance and food at St Marys Lights up



## Acknowledgment of Country

We acknowledge and pay respect to the Darug and Gundungarra people who are the traditional owners in which Penrith Local Government Area is situated.

We also pay our respect to elders past, present and emerging, and to the First Nations people living in our community today.

## About our Annual Report

Penrith City Council's 2023-24 Annual Report is an important part of Council's commitment to being open and accountable. This report informs our community, stakeholders and other levels of government by providing a comprehensive account of our achievements and performance over the past 12 months.

This is the second Annual Report under Council's 2022-26 Delivery Program. Our 2023-24 Operational Plan and budget have been guiding our activities during the 12-month reporting period from 1 July 2023 to 30 June 2024. This report provides a summary of each of our five Community Outcomes, identifying our achievements and the challenges we faced, as well as required statutory information to give an overall picture of the year.

This report is prepared in line with and demonstrates full compliance with our responsibilities under *section 428 of the Local Government Act 1993*, Local Government (General) Regulation 2005, Integrated Planning and Reporting Guidelines and other legislation.

Case studies are used throughout the report to highlight specific initiatives or projects that have benefited the area and our community during the 2023-24 Financial Year.

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

This report should be read in conjunction with Council's 2023-24 Financial Statements which are available on our website.


## Acknowledgments


Penrith City Council would like to acknowledge all staff and photographers who have contributed to the completion of the 2023-24 Annual Report. Thank you for your assistance through the various stages of the production process.

All figures are reported on 30 June 2024 unless otherwise stated.


If you would like to obtain a copy of this report or provide feedback please contact Council at:

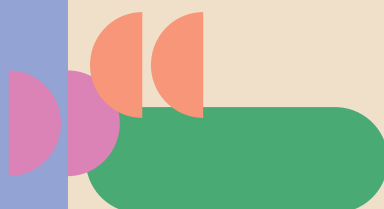
 [corporate.planning@penrith.city](mailto:corporate.planning@penrith.city)

 02 4732 7777

 Penrith City Council  
Attention: Corporate Planning  
and Performance

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601 High Street  
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<u>Our Year in Review</u>	<b>11</b>
<u>Who We Are</u>	<b>39</b>
<u>How We Engage</u>	<b>55</b>
<u>How Did We Go</u>	<b>65</b>
<u>Our People</u>	<b>103</b>
<u>Appendices</u>	<b>119</b>
<b>Appendix 1:</b> Our Council	<b>120</b>
<b>Appendix 2:</b> Our Corporate Governance	<b>126</b>
<b>Appendix 3:</b> Strengthening Our Community	<b>144</b>
<b>Appendix 4:</b> Our Program of Works	<b>154</b>
<b>Appendix 5:</b> Our Financial Report	<b>160</b>
<b>Appendix 6:</b> Our Compliance Report	<b>187</b>
<b>Appendix 7:</b> Our Sustainability and Climate Change Report	<b>191</b>
<b>Appendix 8:</b> Our Disability Inclusion Action Plan Report	<b>205</b>
<b>Appendix 9:</b> 2024 Customer Satisfaction Survey	<b>218</b>
<b>Appendix 10:</b> 2024 State of Our City Report	<b>222</b>
<u>Reference Material</u>	<b>264</b>

# Contents



## Our Community Vision

Our regional city is inclusive and prosperous and offers the best in urban living and a sustainable rural environment.

Community members enjoying St Marys Lights up

## Our Customer Promise

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



### BE PROACTIVE

We will be friendly, professional and show initiative.



### KEEP IT SIMPLE

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



### BUILD RESPECTFUL RELATIONSHIPS

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



### LISTEN AND RESPOND

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



## Our Mission

### We will:

Deliver the services, facilities and infrastructure that our community needs

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Maintain our long term financial sustainability

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Work with our community and partners to achieve more than we can alone

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Provide an excellent customer experience to everyone who contacts us

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Value and engage our staff

## Our Values

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

### Our values and behaviours are:

We show respect

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We are accountable

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We encourage innovation

---

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



A message from  
the Mayor



It has been another extraordinary year in which Penrith continued to demonstrate its ability to innovate and effectively collaborate to achieve outstanding outcomes for our community.

With Western Sydney International (Nancy-Bird Walton) Airport and the metro opening in 2026, major public and private investment in our City continues to deliver improved infrastructure, better connectivity, more job opportunities and an enhanced lifestyle for residents. Council is proactively working with stakeholders to leverage opportunities for our region to benefit residents now and in the future.

Our vision to transform St Marys Town Centre into a vibrant, welcoming, sustainable and authentic strategic centre, forged ahead with commencement of Council endorsing its Structure Plan to guide the area's growth over the coming years. This includes starting the multimillion-dollar St Marys Central Park project funded by the NSW Government's Western Sydney Infrastructure Grants Program. Council's community-led St Marys Place Plan was also adopted to start the transformation through events, activities, public space improvements and other projects over the next five years.

As we work towards the future, we have not forgotten our past, and we launched a new St Marys Heritage Walk to encourage locals and visitors to discover the fascinating history of St Marys.

To drive economic growth and help create more local jobs – one of our community's priorities, we endorsed an evidence-based plan of action through our Economic Development Strategy and Visitor Economy Strategy. Council worked in partnership to deliver workshops across multiple industries that connected local business and investors to the opportunities for Penrith from the future Airport and other projects unfolding across our region.

To connect and support our City's restaurants, cafes and bars in the current economic climate, Council hosted a Hospitality Forum in May and announced it would provide immediate relief by reducing outdoor dining fees by 75% for hospitality businesses across the Penrith Local Government Area, from 1 July 2024 to 30 June 2025.

Making our city more accessible and inclusive for everyone remains a top priority, and as part of our Disability Inclusion Action Plan, Council launched its One Community, Many Abilities Campaign in June. It highlights

the stories of five inspiring Penrith residents living with disability and highlights the diversity, skills and talents they bring to our City. To date, the campaign's social media component has proven to be one of our most successful campaigns with a reach of over 1.5 million people.

We also began incorporating more access and inclusion options in the planning and delivery of Council events, including better pram and wheelchair access measures, sensory zones and more free family-friendly activities. Several amenities, surface, irrigation, flood lighting and facility upgrades were completed at several sporting reserves and open spaces to improve accessibility, inclusivity and functionality for sportspeople, officials, and the community.

In December, Llandilo Public School students celebrated the opening of the upgraded playspace at Wilson Park that they co-designed alongside Council as part of the Mayoral Challenge. Just days later, Kingswood Park Public School students enjoyed the opening of the upgraded playspace at Illawong Reserve which they helped design with Council. These projects help build civic pride and understanding of community needs by investing in our young people.



We pride our work on listening to our community and being evidence-based to drive strategies such as our Advocacy Strategy, Affordable Housing Strategy, Community Safety Plan, Cultural Strategy, Multicultural Action Plan, Acknowledgment of Country Policy and continued work on the draft 24-hour Economy Strategy, and Cranebrook Place Plan. These strategies all work together to reflect the stories and strengths of our community and create opportunities within our City.

Council is committed to delivering events that connect our community, support local business and enhance creative opportunities for our diverse community. This year, these events included St Marys Lights Up (which attracted over 15,000 people), Culture Fusion - multicultural event, and Seniors Week.

The Real Festival returned with 50,000 people attending the magical three-day festival by our beautiful river, that draws together the talents of many Council employees and residents. We also celebrated locally made goods with our 'Penrith Producers' events that added to Council's ongoing work to activate our City after dark and stimulate Penrith's 24-hour economy.

We hosted live sites for our community to enjoy the success of the Matildas at the FIFA Women's World Cup, as well as the NRL Grand Final where families and friends watched the beloved Penrith Panthers take out their third consecutive grand final win. In July, more than 7,000 people celebrated NAIDOC Week at Jamison Park, and in August we held our Local Celebration Awards in honour of residents who go above and beyond to help others.

With the cost of living affecting communities everywhere, including ours, I was proud to host the sell-out Mayoral Charity Fundraiser in June, with local businesses and our community banding together to raise \$67,000 to help support the valuable work of Penrith Community Kitchen. Money raised will help the Kitchen continue to provide 100 meals a day and basic necessities to the homeless, disadvantaged and struggling in our community.

I am also proud of our many awards and accolades received over the year. Most notably, Council was named NSW's Overall Sustainable City in the Keep Australia Beautiful Awards. This award recognises our long running commitment to resource recovery, our efforts to educate and encourage residents and our sustainable practices across many areas of our work. We also won the Circular Economy Award for our innovative project that used recycled coffee cups in our road base - an Australian first.

I thank our fantastic community, my fellow Councillors and Council staff for their support during my first term as Mayor. I look forward to continuing to establish Penrith as a vibrant, connected and inclusive place, and a leader in Western Sydney.



**Councillor Todd Carney**  
**Mayor of Penrith**

## A message from the General Manager



This report provides an overview of Penrith City Council's achievements, a breakdown of our finances and how we have responded to challenges over the past 12 months. It also reflects the leadership, innovation and resilience our organisation has shown during another remarkable year.

Council continued to offer its full range of services and remains financially sound despite changing economic conditions. Our emphasis on financial sustainability and strong financial management has helped us achieve a budget surplus which positions us to manage emerging priorities and future challenges.

Our strong partnerships and strategic advocacy for the infrastructure and services needed now and into the future is yielding multiple benefits for our community, with all levels of government continuing to work together to deliver projects to enhance the wellbeing and lifestyle of residents.

Penrith now has its very own beach following Council's success in lobbying the NSW Government to open Penrith Lakes to the community. Spanning the same length as Bondi Beach, Penrith Beach opened in December for its first season and attracted almost 200,000 visitors by end of April.

Our community now has a new, cost-effective place to cool off and have fun during summer, right at their doorstep. We are continuing to advocate to unlock the full potential of the site to provide more opportunities for the community and visitors to enjoy.

Council neared completion of the 32-hectare Gipps Street Recreation Precinct at Claremont Meadows to deliver the most dynamic and exciting sports and recreation destination that our City has seen. Opening in August 2024, the Precinct responds to requests from our community to deliver multiple sports fields, a children's area, a youth precinct - including a skate park and 245-metre pump track, an off-leash dog park, outdoor gym, shaded picnic areas with BBQs and nature walking tracks.

The \$44.5 million project was funded by Council with a \$13.5 million contribution from the NSW Government.

We created an iconic 7,000 sq metre City Park in Penrith's CBD as part of our City Centre revitalisation to provide a green sanctuary for our community, shoppers and visitors to connect, relax and enjoy events by day and by night. Council celebrated the opening with a community event in March and has since hosted weekly free live performances by local musicians as well as games and activities for families and friends to enjoy at the new landmark in our City.

In partnership with the NSW and Australian Governments, we completed seven playspace upgrades with new equipment, shade, seating and landscaping. We also completed 15 sport and recreation projects that included the upgrade of Harold Corr Oval at Cambridge Park, to deliver a high-quality athletics precinct that features our City's first all-weather synthetic track, and a mixed recreation space and upgraded the junior playspace at Trinity Drive, Cambridge Gardens.

Enhancing the enjoyment and accessibility of the Nepean River Precinct saw completion of the stage one upgrade of Regatta Park that boasts an adventure playspace, multi-use lawn space, shaded picnic and barbecue areas, pathways leading to the river foreshore, over-water viewing platforms, kayak launch areas, and first stage of the car park.

As part of our Greening the City program, almost 40,000 plants and 4,000 trees were planted across our City. We also continued to care for our bushland and nature reserves, planting 43,671 native species, with 6,246 of these planted by dedicated volunteers as part of our Bushcare Management Program.



Upgrading and maintaining our roads and pathways over the reporting period saw us resurface or reconstruct 204,130 sq metres of roads, construct 1,652 metres of footpaths and build or reconstruct 1,809 metres of shared pathways. I am proud to report we used 2,052 tonnes of recycled glass and 94,240 tonnes recycled coffee cups in our program of works, continuing our leadership in delivering circular economy initiatives for a more sustainable future.

This year, our Children's Services provided high-quality early childhood education and care to 4,000 children. As a result of a growing need, we introduced allied health services by employing a speech therapist and are working to secure an occupational therapist to support families with specialised therapy services. During the reporting period, several of our children's services were assessed and rated under the National Quality Framework Assessment with all either meeting or exceeding the National Quality Standard. Further, our success in securing \$497,000 from the NSW Government has enabled us to deliver a range of exciting interest-based and recreational programs to children at 15 out of school hours care services, including learning to swim, rock climbing, iFLY, arts and cultural programs.

Our Library Service maintained its reputation as a leader in the field and over the year, 321,800 people visited one of our three branches, 493,500 items were borrowed and 15,800 people attended one of our many innovative online and onsite programs. We increased our Home Library Service, now delivering to 186 clients and 22 local aged care facilities, upgraded features at Penrith and St Clair branches, and introduced a study zone at Penrith library.

In addition to Council-run events, we worked with diverse organisations on a range of community events, including to celebrate Refugee Week, International Women's Day and Harmony Week.

Council also continued to support the Joan Sutherland Performing Arts Centre and Penrith Regional Gallery providing our community with a range of first-class artistic and cultural experiences.

On a final note, I am pleased to say our 2022-23 Annual Report received a gold award at the prestigious Australasian Reporting Awards, Celebrating Excellence in Reporting – our ninth year securing gold.

Following a very productive year, Council is well placed to continue our work in realising the vision for Penrith as a vibrant place to live, work, study, invest, visit and enjoy.



**Andrew Moore**  
**General Manager**





Penrith's City Park Opening Event





# Our Year

# in Review

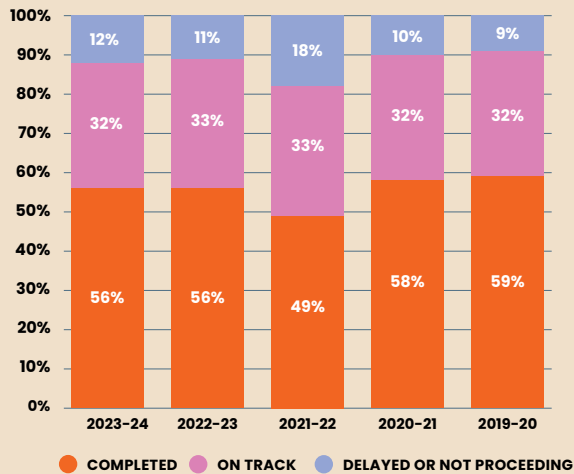
# Our Performance Summary

Although we do our best to anticipate what needs to be done each year, unexpected challenges and opportunities inevitably arise during the year. In some cases, this affects our ability to undertake the work we had planned, while in others we can respond without affecting our agreed program of work.

## Our Projects

At 30 June 2024, 56% of Council's 123 reportable projects were completed, 32% were on schedule for completion, and 12% were delayed or no longer proceeding.

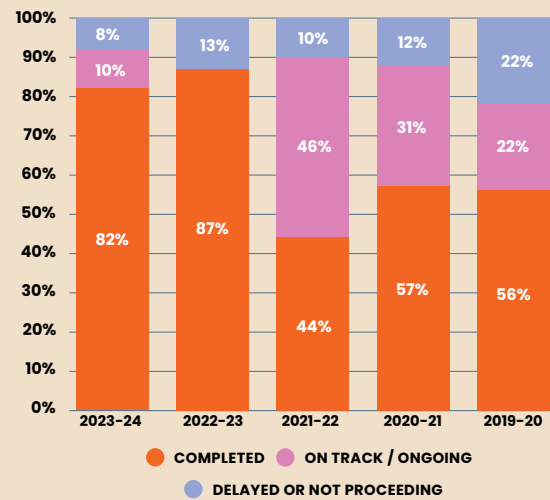
### Our reportable projects by status over the last five years.



## Our Operational Plan Actions

At 30 June 2024, 82% of Council's 135 reportable 2023-24 Operational Plan Actions were completed, 10% were reported as ongoing as they are multiyear actions, and 8% were delayed or no longer proceeding.

### Our operational plan actions by status over the last five years





# Our Impact

## Infrastructure

**120,956 sqm**  
Roads resurfaced

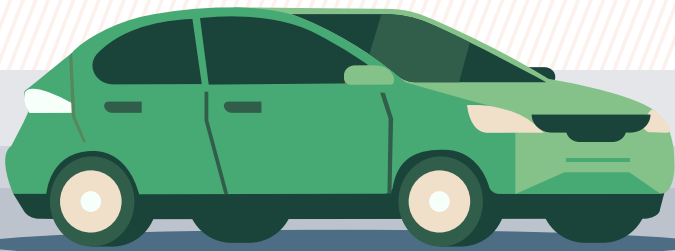
**83,174 sqm**  
Roads reconstructed

**1,652 metres**  
Footpaths constructed

**1,058 metres**  
Shared footpaths constructed

**751 metres**  
Shared footpaths reconstructed

**138 metres**  
Drainage constructed



### In our program of works we used:



**2,052**  
tonnes of  
recycled glass



**94,240**  
tonnes of  
recycled coffee cups

**96,661 sqm**  
Repaired road pavement

**1,055**  
Responses to  
pothole requests

**77%**  
of pothole repair requests  
completed within five  
working days



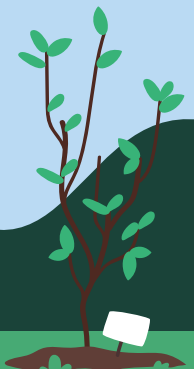
### Bushcare

**2,540**  
people  
volunteered

**6,246**  
Native plants planted  
by volunteers

**4,740**  
Volunteer hours

**37**  
kilograms of  
litter collected



### Greening Our City

**3,966** Trees planted  
(3 metres and above)



**39,989** Plants planted  
(Below 3 metres)

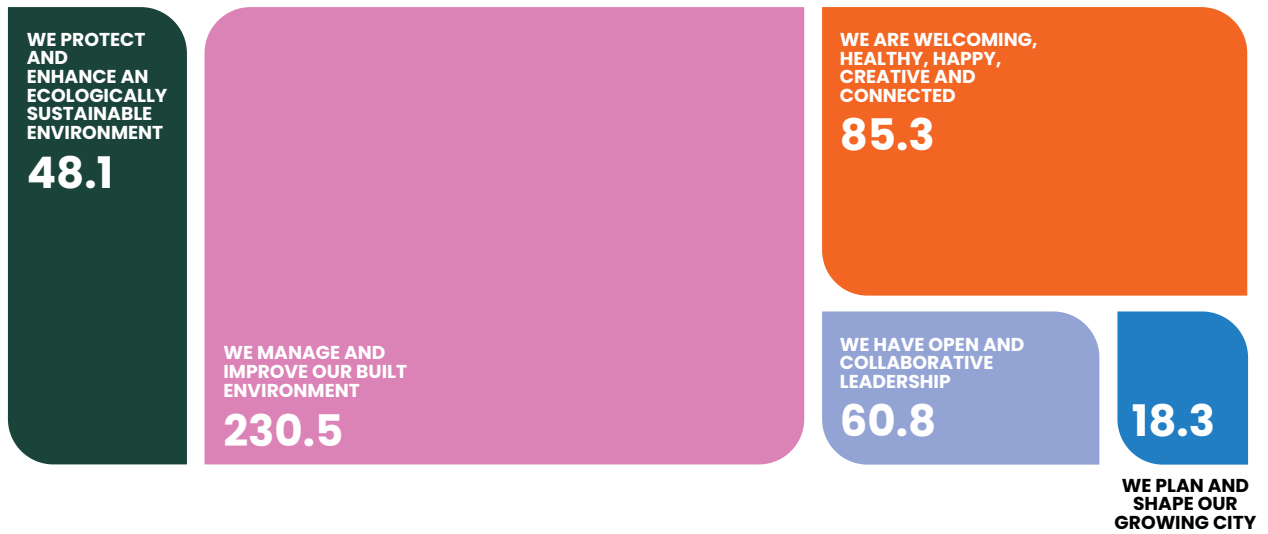
Our emissions of carbon dioxide equivalent  
decreased by 47% compared to last year.

# Our Financial Summary

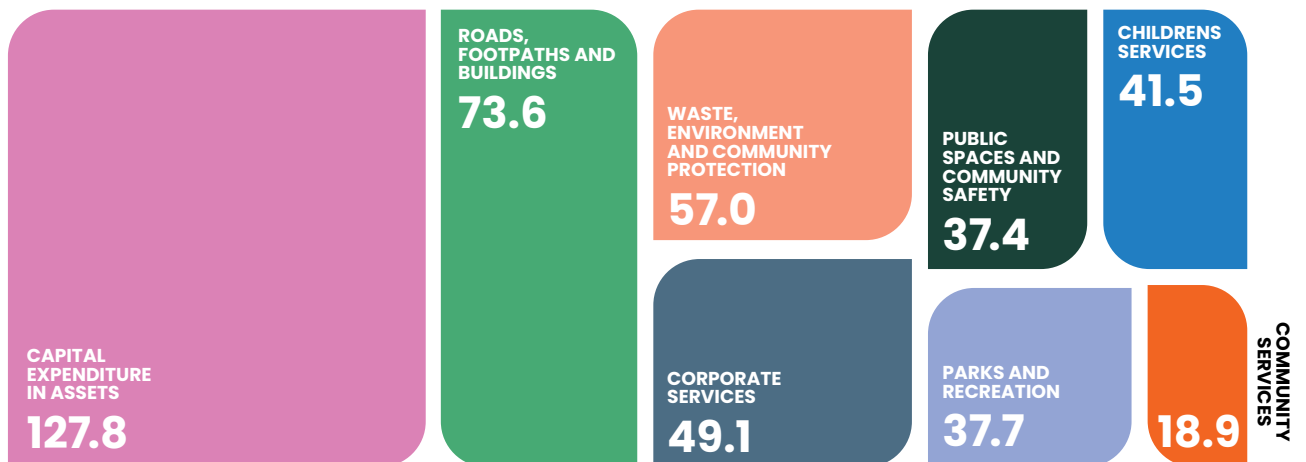
## Where our money came from in 2023-24 (\$ million)



## Where our money went by outcome in 2023-24 (\$ million)

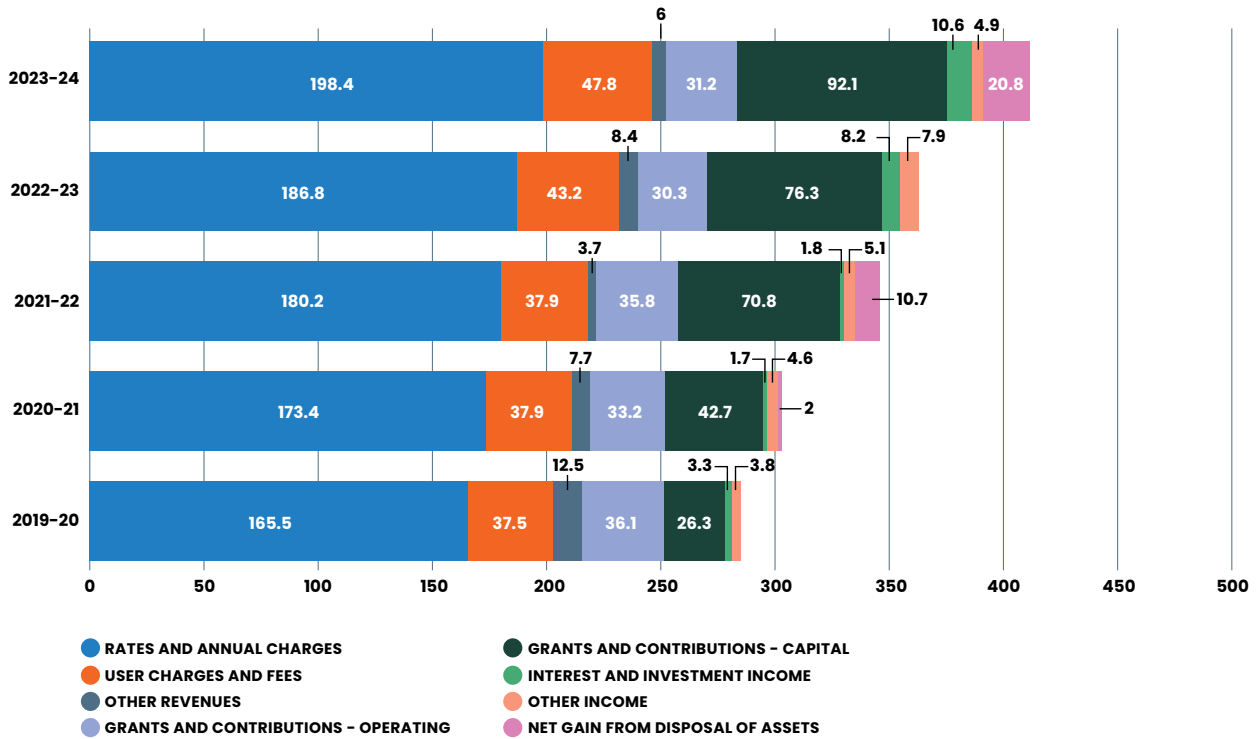


## Where our money went by expenditure category in 2023-24 (\$ million)

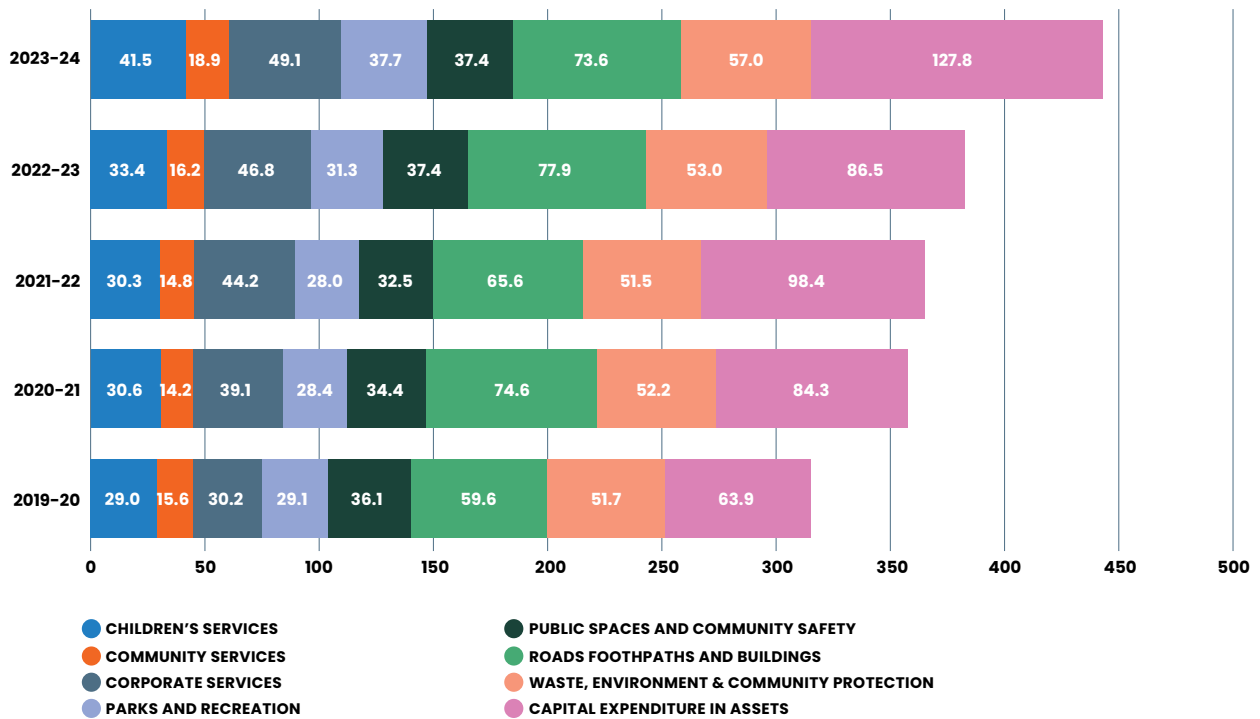




### Comparison of income over 5 years (\$ million)



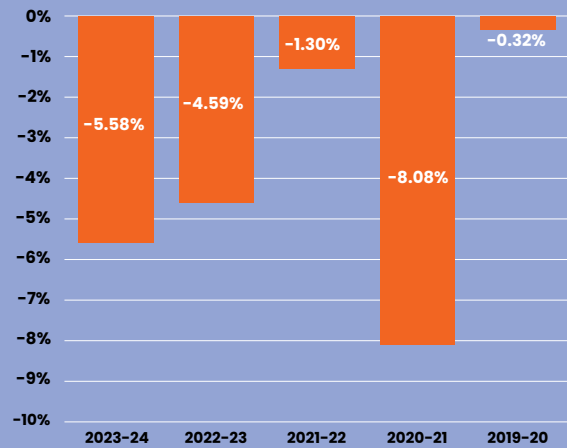
### Comparison of expenditure over 5 years (\$ million)



For more detailed information on our Financial Summary for 2023-24, please refer to Appendix 5 of this report and Council's 2023-24 Financial Statements on our website.

# Our Financial Performance

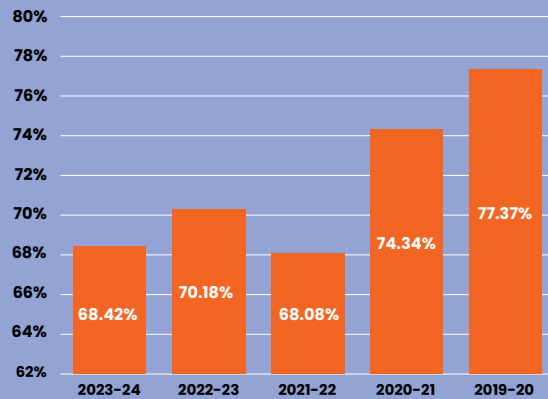
Operating Performance Ratio over 5 years



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

**Benchmark:** Greater than or equal to breakeven average over 3 years

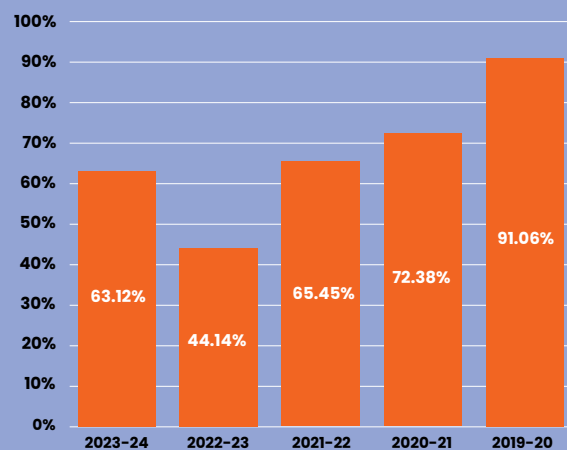
Own Source Revenue over 5 years



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

**Benchmark:** Greater than 60% average over 3 years

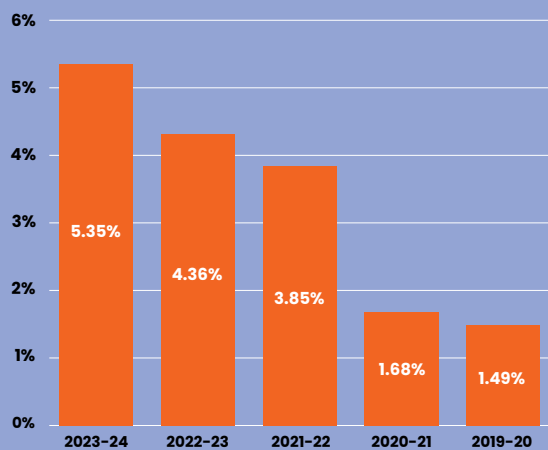
Infrastructure Renewal Ratio over 5 years



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

**Benchmark:** Greater than 100% average over 3 years

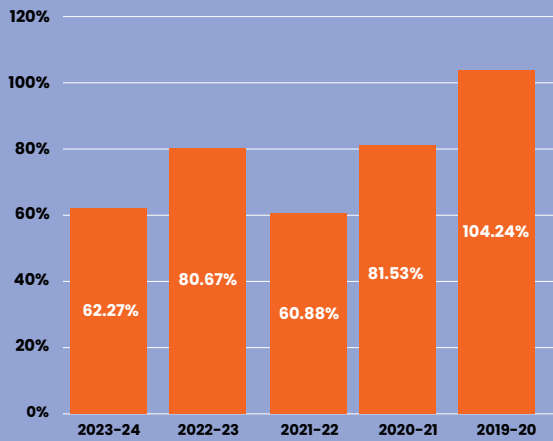
Infrastructure Backlog Ratio over 5 years



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

**Benchmark:** Less than 2%

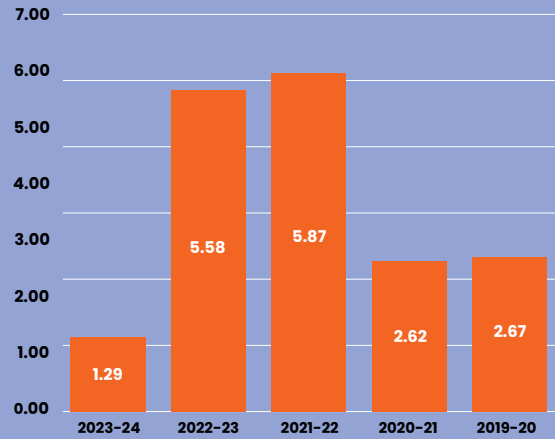
### Asset Maintenance Ratio over 5 years



This ratio compares the actual versus required annual asset maintenance.

**Benchmark:** Greater than 100% average over 3 years

### Debt Service Cover Ratio over 5 years



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

**Benchmark:** Greater than 2.0 times

For more detailed information on our Financial Performance for 2023-24, please refer to Council's 2023-24 Financial Statements on our website.



# Our Awards and Recognition

## Australasian Reporting Awards for Excellence in Reporting

On 23 May, Council was awarded a Gold Award for its 2022-23 Annual Report by the Australasian Reporting Awards for Excellence in Reporting.

This is the ninth consecutive year that Council has been awarded a Gold Award for its annual report. Congratulations to the Corporate Planning and Performance, and Communications teams along with all the staff right across our organisation that contributed to this project.



## National Growth Areas Alliance (NGAA) Awards

At the NGAA Awards on 30 May, Penrith City Council was Highly Commended in the categories of 'Advocacy' and 'Leadership in Growth Areas'. The Advocacy category recognised the living documents created to proactively engage with Government stakeholders, peak bodies and industry groups on Penrith's priority projects. The Leadership in Growth Areas recognition was for our visionary leadership for shaping St Marys Town Centre's future. Congratulations to all staff involved in these projects.

## Local Government Excellence Awards

On 6 June at the Local Government Excellence Awards event, we had four teams representing Council as finalists for these awards. These teams were Resource Recovery; Mobile Playvan Children's Services; ICT Data and Visualisation Geographical Information System (GIS) team; and Library Adults Programs. Our ICT GIS team picked up a Highly Commended in the category of Special Project Initiative (see case study for more details).

Congratulations to the ICT GIS team and all of our finalists.

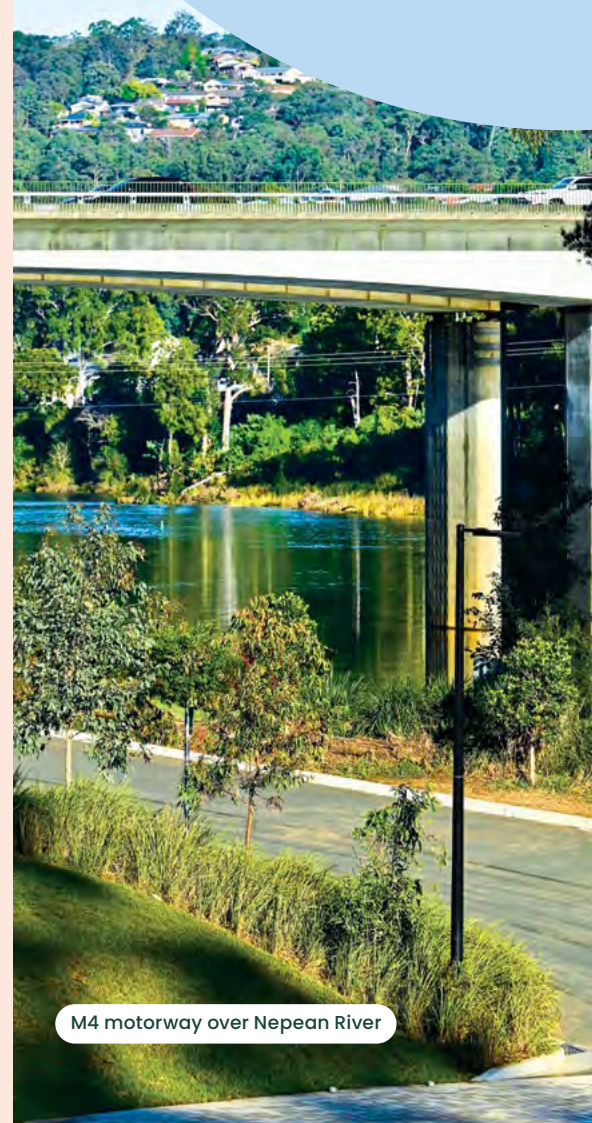
### Case Study



Penrith City Council employees receiving an award at the Local Government Excellence Awards

### Penrith City Council and NSW Department of Customer Service - Spatial Services have collaborated on a data alignment project that has won a prestigious award.

The project involved integrating the state cadastral layer, which shows every registered land parcel in NSW, with Council's own property and rating data, which supports land services to the community. The integration enabled Council to access and consume the state cadastral layer daily, instead of maintaining its own separate layer and manually adding new registered plans. This improved data efficiency, reduced duplication, aligned with state government datasets, and refined internal business processes. The project was highly commended in the Special Project Initiative category at the 2024 NSW Local Government Excellence Awards.



M4 motorway over Nepean River

## Keep Australia Beautiful NSW Sustainable City Awards

Penrith City Council was crowned the Overall Sustainable City at the 2023 Keep Australia Beautiful NSW Sustainable City Awards. The award highlights Penrith as a longstanding champion of FOGO, leader in the use of recycled materials in infrastructure projects (coffee cups in road base), and host of innovative recycling drop-off events for textiles and bicycles.



Penrith City Council being awarded the overall Sustainable City at the Keep Australia Beautiful Awards, 2023.

## Recognising Our Community

# Local Celebration Awards



Penrith is home to many dedicated, selfless and inspirational people and the Local Celebration Awards are an opportunity for us to recognise and celebrate these unsung heroes. The seven inspirational people honoured in the 2024 Awards capture the spirit of kindness and compassion that defines our community.



## Jack Conroy Young Citizen of the Year

Jack Conroy has excelled in just about every area a young person could. The former school captain has achieved accolades in athletics, swimming and cross country, has volunteered extensively, and even scaled Mt Kosciuszko for a good cause. These would be remarkable accomplishments for anyone, but Jack has reached these milestones while living with intellectual disability, Autism and Cerebral Palsy.

He has represented NSW at athletics and cross-country championships, taking home multiple medals from these events. Having played for the Nepean Dragons Football Club for 13 years, he was named both Junior and Senior Dragons' Player of the Year for his exceptional sportsmanship, as well as Brothers Try Time Most Improved Player and Senior Try Time Player of the Year.

Jack's school, Mater Dei School in Camden, awarded him the 2023 Peace Prize, bestowed on someone who demonstrates exceptional leadership and devotion to serving others. The award recognised Jack's status as a positive role model within the school and wider community.

Jack also volunteers at the Daily Break Cafe in Glenmore Park, and at the Anglicare Retirement Village in Oran Park, where he organises games and activities. He loves

spending time with the residents and bringing joy to their day.

On International Day of People with Disability in 2022 Jack climbed Mount Kosciuszko, overcoming anxiety, physical and mental challenges to do so. He was the highest fundraiser on the trek, raising funds and bringing awareness to Everyone Can Dance, a charity providing free dance classes for people living with disability.

Everyone who knows Jack has been inspired to watch him overcome obstacles and reach the highest levels of sporting, educational and community achievements.







## Troy Dodds Citizen of the Year

Troy Dodds is a familiar face to many. You've heard him on the radio, relied on his commentary and read his bylines in the Western Weekender, the cornerstone of local news which Troy has steered to success at a time when many local papers have been forced to close their doors. Penrith is incredibly fortunate to still have this platform for local voices and stories.

What you may not know about Troy is that through his work at the Western Weekender, he's helped to launch the careers of many local rookie journalists. The newspaper has been a training ground for fresh, young talent who have gone on to work at major national and international media organisations.

Troy also gives back by lending his skills to charity events, hosting and emceeing a lot of events such as the WestCare annual fundraising dinner and the Nepean Business Network Melbourne Cup breakfast, among other charity events, balls and fundraisers.

For one individual, Troy's impact on the Penrith community has been enormous. From his early days as the founder and editor of a theatre website in the early 2000s, he has both disrupted and stabilised how news is covered and valued at the local and national levels.

Troy's strategy has always been to champion local individuals and organisations, not just to report hard news. A lot of communities around Australia don't have their stories being told anymore, and Penrith is lucky to be an exception, thanks in no small part to Troy and his commitment to our community.



## Mike Hicks Mayor's Local Hero Award

Mike's visibility in our community as an organiser and advocate is almost unmatched. You can spot him at BBQs, fundraising galas and raffles, walks, marches and relays, and even busting some moves at our local Dancing with the Stars. As a resident of Penrith and Managing Partner of Outback Steakhouse, Mike works tirelessly to reach out to support local schools, sporting clubs and charitable organisations.

Mike first fell in love with Australia as a young backpacker in 1987, later returning with his family to settle here, finding a warm and receptive welcome in Penrith. He's forged close ties and excellent rapport with the other local leaders and groups, having worked alongside them to build a stronger community for many years running now.

From Penrith's Chamber of Commerce to the CBD Corp, Panthers on the Prowl, Penrith Community Kitchen and dozens of local schools – if you are a local organisation, chances are Mike has supported or worked alongside you. He especially enjoys fundraising for the smaller causes which might otherwise be overlooked, and for whom a relatively small financial boost will make a massive difference.

Mike appreciates that there are so many community-minded people in Penrith who are open to collaborating. The pandemic taught us valuable lessons about supporting local, and Mike's on a mission to keep that idea alive. As Penrith continues to grow, Mike believes we need to keep investing in the grassroots.



## Julie Parsons Mayor's Local Hero Award

Julie is admired by everyone who knows her and has witnessed her tenacity and strength.

Despite facing significant challenges all her life, Julie sets no limits on her capabilities. Born without arms and one much shorter leg, Julie found competitive swimming and excelled at a young age. She took home 13 state and national gold medals; at one time she was the second-best butterfly swimmer in the world. To this day she holds 12 Australian records. Her early success garnered national media attention, with appearances on the pages of popular magazines and newspapers and on national TV.

Sadly, Julie's dreams of reaching the Paralympics were cut short as she was ultimately unable to pursue swimming due to family responsibilities. Then, when Julie was 22, she lost both her parents within six months of each other.

As an incredibly determined individual, these challenges did not stop Julie from continuing to set her sights high. She pursued a successful corporate career until a workplace accident left her wheelchair bound.

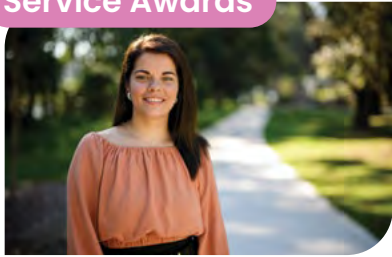
Ever resilient, Julie then turned her focus on volunteering, initially at Community Junction Learning Lounge helping local kids with their homework. These days you can find her volunteering at Blackwell Primary School, tutoring kids in literacy and numeracy and presiding over the Parents and Citizens Association.

Julie seizes every opportunity to give back to her community, making it her life's work to serve others in whatever capacity she can.



## 2024 Community

### Service Awards



### Angela Lambros Making a Difference, Community Service Award

Empathy is a superpower and Angela Lambros has it in spades.

Angela's young life was defined by loss and struggle; as a child, she looked up to her Mum for modelling the strength to be kind and caring to others, even when the family was facing their own difficulties.

The importance of support systems became clear to Angela when the people closest to her faced health crises. It is difficult enough to go through dark times, but far worse to experience them in isolation.

These formative experiences led Angela towards working in the mental health sector, providing professional support to clients in times of need. It was on behalf of a client that she initially reached out to the Penrith Men's Walk and Talk, inquiring whether they held a walk for women. When she realised that no such group existed, Angela resolved to start one.

Supported by dedicated volunteers from the men's group, Angela began volunteering her time to run the Penrith Women's Walk and Talk almost four years ago. The weekly event provides a safe, social space for women of all ages to gather, connect and find support from their community. In 2023, the group was able to hold accredited Mental Health First Aid Training, enabling its members to further improve their skills.

Around being Mum to a young son and her passion for photography, Angela hopes to continue building the Penrith Women's Walk and Talk, while looking for more opportunities to foster social connections.



### Bailey Hand Making a Difference, Community Service Award

At only 20 years old, Bailey already has an impressive CV of volunteer work under his belt.

Even as a kid, Bailey loved helping out, for community causes such as bushfire relief or at parkrun. He learned to assume a caring role in life through adversity in his childhood; after the loss of his mother, Bailey took on extra responsibilities caring for his younger siblings, who are among his closest friends today.

Bailey found a second family when he began volunteering at Mama Lana's Community Foundation, a not-for-profit organisation that assists people in our community facing challenges such as homelessness. The motto of Mama Lana's is 'kindness with no strings', and Bailey lives that principle, volunteering up to three shifts a week serving and preparing meals for people in need, plus organising pick-up and delivery of donations. He is now a team leader, running a night service weekly.

According to the person who nominated him, Bailey makes every single patron at Mama Lana's feel at ease, from toddlers to grandmothers. Chatting and joking to lighten the mood and offering a compassionate approach are his specialties.

Around his job at the Log Cabin, Bailey is at Western Sydney University studying science and majoring in physics. His particular interest is astrophysics, which he'd be keen to research or even teach one day. Teaching has already become a passion for Bailey, who has worked teaching music to kids.

Bailey embodies qualities we value as a nation and as a community – mateship, self-sacrifice and a cheerful willingness to give helping others a go.



### Lucinda Harvey Making a Difference, Community Service Award

Lucinda will proudly tell you that she's never lived or worked anywhere but the heart of Penrith. And yet she is a country girl through and through – her family, originally from Oberon, came to Penrith when her grandad Gary Harvey was graded by Panthers in 1969. The family property in Oberon is where Lucinda learned agricultural and farm skills like four-wheel driving, fishing and operating heavy machinery.

Lucinda counts herself as lucky to have attended a local school that instilled a passion for community service in students from kindergarten onwards. Her upbringing, both at home and at school, taught her to live by the words 'If you can give back, you should'.

The idea for Saving True Blues, the charity Lucinda founded, was borne out of a tragedy. In 2021, Lucinda began contemplating how to create something positive and productive after a close friend lost their mental health battle. She wanted to fight feelings of isolation among her peers, spread awareness and forge stronger connections.



# Australia Day Honours

# King's Birthday Honours

## Medal of the Order of Australia

### Dr Adrian Sheen OAM

During his 43 year-long career as a family doctor, Dr. Sheen has cared for multiple generations within the same families. He believes that medicine is a lifelong calling, and after growing up and completing his education in the United Kingdom, Dr. Sheen has dedicated his career to family medicine in Australia. Over four decades, Dr. Sheen has seen many medical advancements, but some things haven't changed: the care of a family doctor is a fundamental part of continuous care. Working with students has also allowed him to promote and advocate for the work of family doctors, passing his passion onto the next generation. He has also contributed to the medical profession by serving in the NSW branch of the Australian Medical Association, creating Western Sydney GP support group Doctors Action, founding a charity providing care in Fiji, developing his own medical device called the Widdleometer, while also finding time to lecture at the University of Sydney and run the Mulgoa Road Jazz Band.

## Medal of the Order of Australia

### Mr Kevin Jackson OAM

The late Mr Kevin Jackson was posthumously awarded the OAM for his service to the performing arts as a teacher and one of the founding members of the Q Theatre in Penrith. After helping establish the Q Theatre, Mr Jackson went on to work as an acting teacher at the National Institute for Dramatic Arts (NIDA) from 1983 through to 2011 where he worked in various teaching roles. He had great compassion, care and commitment to the performing arts and the training and career development of all the actors he worked with. One of the main legacies Mr Jackson has left behind is his self-published theatre blog called 'KJ Theatre Diary' which he continued to work on until his passing in 2023.

### Mr Robert Simms OAM

Mr Robert Gregory Simms, Uncle Greg is a beloved community elder that has provided advice, support and cultural offerings to the Penrith community for many years. His leadership and resilience is well known across Western Sydney. You can often find Uncle Greg down at the Dalmarri Art Gallery in St Marys passing on cultural knowledge to those in attendance. Uncle Greg is also a master carver who has shaped many wooden logs into shields and other artefacts. It is because of elders in our community such as Uncle Greg that First Nations languages and cultural practices remain alive and well here in Penrith. Uncle Greg remains a devoted cultural mentor to many First Nations people in our community.

### Sister Janet Woods OAM

Sister Janet Woods was awarded the OAM for her service to secondary education and the Catholic Church of Australia. A former Mamre House English teacher to refugee women for over 10 years, she loved being able to teach and care for those who attended her classes. During this time, Sister Janet obtained her bus licence to ensure all the women could attend the classes and continue to learn. Her commitment to refugee education being the coordinator of the program at Mamre House enabled Sister Janet to improve the lives of many women and has made lifelong friendships with her former students.

## Public Service Medal

### Ms Belinda Lee Cashman PSM

As the director of Aboriginal Health Strategy at Western Sydney Local Health District, Ms Cashman has created networks, relationships, and structure to allow for a greater level of culturally appropriate care of Aboriginal patients and improved engagement with Aboriginal staff. She led the development and distribution of Aboriginal targeted resources, through media and videos, on the importance of COVID-19 testing and vaccinations. Ms Cashman's commitment to Aboriginal health has been evident in the development of the Aboriginal specific Western Sydney Local Health District website. The new website brought together all projects, services, and information for Aboriginal consumers in an intuitive, comprehensive way, to ensure ease access to information and services.





One of the many ways you can enjoy

Tench Reserve and the Nepean River



# Our Business Improvement and Innovation Initiatives

The Business Improvement team has continued to deliver on its purpose, which is to improve the way we work by partnering with, and giving guidance to, the organisation, and influencing the growth of a continuous improvement culture. Our business improvement approaches are categorised as:

## Process improvement

The Business Improvement Team, working with singular or multiple stakeholders to improve everyday processes.

## LEAP (Leading Excellence and Performance) Projects

Service review program, leveraging community expectations for improved service delivery.

## Strategic Business Reviews

A total review of our business, including our operating models, ways we work and alternative revenue streams through strong community, employee and Councillor engagement and data gathering.

## Customer Journey Mapping

Using a human-centred design lens, we look at our customers' experiences when utilising our services and facilities.



Business Improvement delivering

workshops to multiple stakeholders



## Process

## Improvement

## Projects

Internal consultation as part of the organisation's Business Process Mapping Framework will be the catalyst for a rolling business process mapping education program. There are now over 1,500 published processes and nearly 450 underway. Documenting our business processes serves to mitigate risks, including identifying inefficiencies and improving business workflows, streamlining training and communication within the organisation, supporting compliance and reducing the risk of corporate knowledge loss.

The team is partnering with the organisation on seven key process improvement projects.

Our review of Utilities Management and the Procurement - Request for Tender (RFT) and Request for Quote (RFQ) process review has been handed over to the respective teams. These projects will see information captured in a more structured way, with processes in place to ensure the improvements are long lasting.

We have commenced a review into how our Section 68 Certificates are managed. In the final stages, we have conducted several workshops and data analysis resulting in a positive change in how we manage these certificates. Benefits to the community will be seen with greater resourcing capabilities that will be directed into inspections and compliance for those impacted by the use of these systems.

The review into Council land ownership with the Property Development team has identified internal stakeholders' roles and responsibilities within the process, something which had previously been overlooked before the review. Moving forward, this will ensure that Council records are accurate.

An important community focussed project to be delivered in the upcoming financial year is the establishment of a Community Contribution Project process and request form. Previous requests were handled without a strategic assessment, and this process improvement will help in identifying the needs of the community groups utilising our facilities.

Our Fleet Management internal process review has continued to focus on removing administrative steps and creating clear processes. In the later stages of the review, the benefits will see a holistic approach to identifying fleet needs for staff members.

## LEAP Program

The LEAP program responds to the Office of Local Government's requirements under the Integrated Planning & Reporting guidelines. The LEAP projects that have commenced include:

- **Project Management:**  
Various sub-projects aim to improve project management practices, including project budget initiation, contract management, construction project protocols, and the development of an Enterprise Project Management Office (EPMO) hub.
- **Grants/Electoral Commitments:**  
A review to ensure consistent and accurate grant management.
- **Internal Referrals:**  
Reviewing internal referral processes between departments related to development.
- **Corporate Functions:**  
Focusing on recruitment, aiming to reduce recruitment time and improve applicant quality.

## Strategic

## Business

## Reviews

In February 2024, the Business Transformation department established an integrated Corporate Strategy and Management System using the Australian Business Excellence Framework, internally referred to as the LEAP Framework. This initiative aligns with new NSW Local Government legislative requirements and aims to ensure continuous improvement through a rolling program of service reviews.



Business Improvement delivering

workshops to multiple stakeholders



# Our Economic Development Initiatives

## A Clear Goal:

### More jobs closer to home for our residents

Council endorsed the Penrith Economic Development and Visitor Economy Strategies in December. These comprehensive strategies build on Penrith's strengths by attracting investment and nurturing favourable conditions for local businesses to prosper.

At the heart of these strategies lie carefully crafted Strategic Priorities, reflecting Council's commitment to fostering a resilient and dynamic local economy. Both strategies were developed with extensive stakeholder and community engagement and with significant input from local businesses.

We have set a target of 23,000 new jobs by 2031. To achieve this goal, the Penrith Economic Development Strategy seeks to attract investment, create vibrant centres, leverage the city's wealth of employment lands, nurture the jobs of the future, and inspire innovation.

Penrith attracts 1.64 million annual visitors and the Penrith Visitor Economy Strategy (VES) sets out the framework to increase this to 2.74 million by 2030. The priorities for the VES include building on the City's accommodation diversity, leveraging events and festival assets, foster family friendly experiences, unlock culture food and heritage experiences, continue destination marketing and partnerships, and industry collaboration.

Both strategies provide a clear framework and objective: to deliver more jobs closer to home for our

residents, enhance liveability, and create a vibrant and diverse community. The strategies outline actionable objectives, ensuring that every step taken contributes to the overarching goal of positioning Penrith as a regional leader.

Sources:

*Tourism Research Australia - TRA*



Community members enjoying what Penrith City has to offer



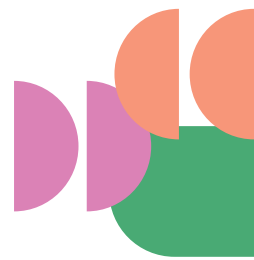


Community members walking Penrith facilities

## Helping our local people to succeed and thrive

Our local people are ambitious and hardworking, skilled, educated and connected by a sense of community pride. We continued to nurture our local people and work side-by-side with local business, providing opportunities for upskilling, collaboration, mentoring and career development. In partnership with key stakeholders, we delivered a range of programs and events, including:

- The Startup Success program, an initiative aimed at powering up local startups in the Penrith region, providing participants with the essential skills and mindset needed to overcome common barriers to business growth and success.
- The Building the Future with Circular Solutions event, in partnership with Regional Development Australia (RDA) Sydney, featuring industry leaders and expert speakers in the circular economy, which attracted over 100 attendees. The event explored the challenges and opportunities facing the construction sector, and showcased innovative ideas, businesses and products already adopting circular economy solutions to achieve better economic, environmental and social outcomes.
- The Generation STEM Community Partnerships program, in partnership with CSIRO. Year 9 and 10 students from across Penrith engaged with industry professionals in Science, Technology, Engineering and Mathematics (STEM) jobs as they tackled inquiry-based projects, exploring solutions to real-world challenges.
- Industry stakeholders joined us at the Penrith Hospitality Forum to provide a platform for our local bars, cafes, and restaurants to share their experiences and insights into the challenges they are facing in the current operating environment, and to facilitate discussions on how Council and the industry can support each other.
- We hosted the Sydney Metro Aboriginal Business Forum and Navigating Defence event, connecting local businesses with opportunities presented by the new Western Sydney International Airport and metro.
- We partnered with Training Services NSW and the Sydney Greater West Local Jobs Program to deliver the Western Sydney Manufacturing Forum for Western Sydney manufacturing businesses to discuss a range of issues regarding workforce attraction and development.
- We hosted the AI for Small Business marketing workshop, introducing participants to a selection of cutting-edge AI-powered tools that can be leveraged for business growth.
- We continued to engage and encourage local businesses to take part in the Zero Barriers Project. Zero Barriers is a free business and service support project that aims to eliminate barriers for people with disabilities when shopping, using services, or participating in activities in their local communities.



# Our Economic Development Initiatives

## Sparking interest and bringing opportunities to Penrith

Penrith presents unique opportunities for savvy investors looking to bring their innovative business ideas to life – we have strategically located development sites and billions in infrastructure investment, with an appealing lifestyle and recreation offering. Our established visitor economy, backed by quality attractions and experiences, continues to attract more and more visitors to Penrith. Through targeted marketing campaigns and events, we have caught the attention of leading developers and attracted more visitors to the region. These efforts are all linked to creating more jobs for our residents in the long term.

We delivered a range of campaigns and events to promote the City's unique offering and attract investors and visitors to Penrith. This included:

- Sponsoring the Urban Development Institute of Australia (UDIA) NSW State conference promoting Penrith's investment opportunities to the industry's leading developers and professionals.
- We delivered a successful marketing campaign for Real Festival attracting 50,000 attendees and reaching over 7 million people.
- Our work to position Penrith as an ideal destination for business events and conferences grows with Council hosting the 2024 National Growth Areas Alliance National Congress. Alongside this, we released a new Business Events Guide and represented Penrith at the 2024 Asia Pacific Incentives and Meetings Event (AIME) in Melbourne, seeking to build further demand in the meetings, incentives, conferences and events market. We attended 29 meetings and delegates were impressed with the depth and quality of the offering in Penrith and commented on the City's proactive approach to highlighted accessible venues.
- We sparked discussion about new accommodation investment opportunities in Penrith by sponsoring the Penrith Chamber Visitor Economy Forum and The Urban Developer Hotel Summit. Work has also commenced on a feasibility study to identify new accommodation opportunities for Penrith. This activity delivered targeted exposure to some 430 stakeholders, business leaders, and investors in the Visitor Economy sector and generated one investment lead to date.
- We continued to encourage visitors to Penrith through a targeted Summer in Penrith campaign and ongoing promotion through our Council channels.
- Council's tourism website achieved a record 307,343 unique visitors, up 4.82% on the previous year. Visitors to the site continue to grow year on year, demonstrating our marketing efforts are effective. This is the first year the site has attracted more than 300,000 unique visitors.
- Leads to local tourism operators continued to grow, with 67,841 clicks from visitpenrith.com.au to operator websites, a 3% increase from the previous year.
- We developed a new heritage walking trail, this time focusing on the fascinating history within St Marys.
- The refreshed Positively Penrith brand was applied to all new marketing and communications materials produced by Council through a variety of campaigns. A third and final Brand Health Check indicated very high brand awareness and high support of Council's refreshed brand, demonstrating that Brand Marketing activities over the last twelve months were effective.
- A campaign aimed at building associations of Penrith as an airport city has commenced and will continue into 2024-25.





Welcoming of our sister city  
from Kunshan, China

## Connecting Penrith to the world

Strategically located in Global Sydney and the only city connected by rail to the new Western Sydney International (Nancy-Bird Walton) Airport, the opportunities for growth in Penrith are boundless.

We continued to connect Penrith to the world through key partnerships. We hosted a group of investors from the 2023 CapTech Conference, taking them on a tour of Penrith presenting the unique strengths of our city and key opportunity sites for development and business growth.

In June, we welcomed a delegation from our sister city in Kunshan, China. Their visit included a tour of Western Sydney University and the Institute of Applied Technology, meetings with the Advanced Manufacturing Research Facility and Penrith Valley Chamber of Commerce, and a visit to key recreational spots including the Nepean River and City Park to see their decorative plaque dedicated to Kunshan City.

A variety of cultural and educational exchanges also took place including virtual student exchanges, painting and greeting card exchanges and a series of virtual meetings with the Mayors of Penrith, Korea, Japan and China.



# Our City-shaping and Advocacy Initiatives

Council plans and advocates to the Australian and NSW Governments for supportive policy directions and investment in infrastructure, projects and programs that will enable our City to be connected, healthy and innovative, and ensure our community can harness the benefits of the rapid growth and transformation occurring in our region.

## Advocacy Strategy

Our advocacy work is guided by our Advocacy Strategy, which sets out how we will proactively plan and pursue projects that require collaboration with other levels of government.

During 2023–24 Council published a revised list of Advocacy Priorities, identifying key city-shaping infrastructure projects that are needed to respond to the demands and capitalise on the change and transformation of the region for our community.

The Advocacy Priorities List is informed by research and evidence, technical reports and community priorities identified through Council's various endorsed strategies and plans.

Council continued to advocate and influence decisions on funding and sequencing of critical infrastructure and policy to support sustainable growth and the realisation of our City's untapped potential. Our efforts focused on ensuring the following:

- Delivering the Sydney Metro, Western Sydney Airport
- Delivering key roads to connect people to jobs and businesses to the world via the airport
- Delivering housing in the right places at the right times, supported by infrastructure
- Seeking clarity and timely decisions on flood planning levels to balance responsible development with progress and growth
- Building awareness and support for Council's Centres Planning Model for priority precincts, including St Marys, that links housing provision to increased employment opportunities and infrastructure to support our growing population
- Collaborating with Government partners to progress Western Sydney City Deal commitments.



Mayor Todd Carney visiting the Sydney Metro

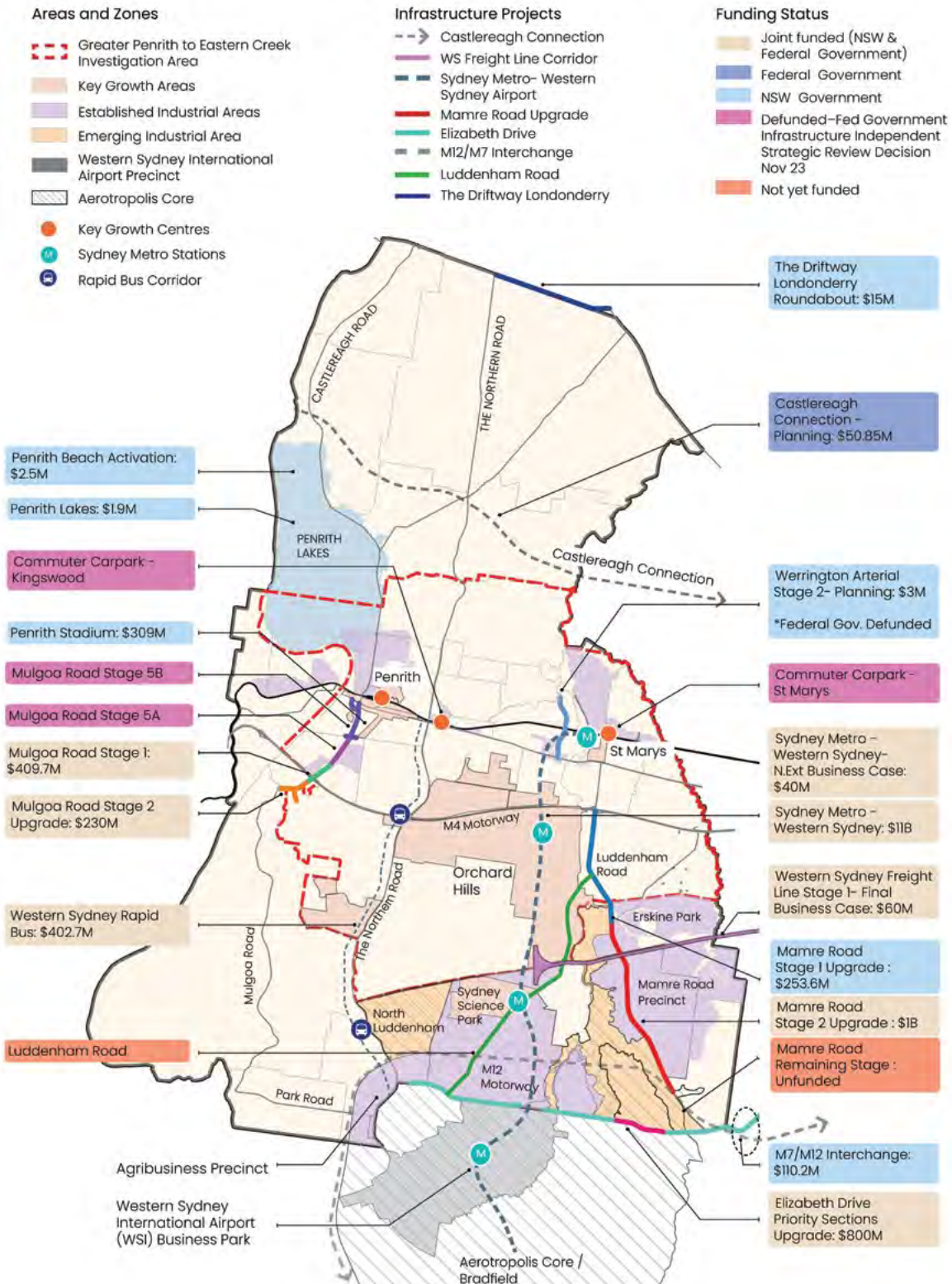
- Western Sydney Airport with Deputy Premier, Prue Car

# Federal and State Government announced Infrastructure Projects Funding

Council has advocated for our community's needs and aspirations by making submissions on proposals from the Australian and NSW governments, building relationships and meeting with key government decision makers, and by working with other local councils and levels of government in collaborative working groups.

Through strategic advocacy initiatives and partnerships, funding has been secured for vital projects, yielding tangible progress from Council's advocacy efforts. Key projects that received Government investment are outlined below:

## 2024 – 25 FEDERAL + STATE BUDGET ANNOUNCED INFRASTRUCTURE PROJECTS





## Transport Infrastructure

- \$1 billion joint funding from the Federal and NSW Governments for Mamre Road Stage 2 upgrade.
- \$800 million joint funding from the Federal and NSW Governments for the Elizabeth Drive Priority Sections Upgrade between the M7 Motorway at Cecil Hills and the Northern Road at Luddenham.
- \$230 million joint funding from the Federal and NSW Governments committed for the Mulgoa Road Stage 2 upgrade - Glenmore Parkway to Jeanette Street, Glenmore Park.
- \$50 million funding from the Federal Government towards planning for Castlereagh Connection, contingent upon the NSW Government matching this funding. To date, the NSW Government has committed \$1 Million.
- \$3 million funding from NSW Government for planning of the Werrington Arterial Stage 2 missing link.
- \$402.7 million joint funding from the Federal and NSW Government committed for the Western Sydney Rapid Bus Infrastructure upgrades (including zero emission buses) from Penrith to Western Sydney International (Nancy Bird Walton) Airport.
- \$24.7 million funding from the NSW Government committed for bus services improvements including Penrith and St Marys and \$23.8 million committed to undertake the NSW Medium Term Bus Plan.

## Community Infrastructure

- \$309 million funding from NSW Government for the redevelopment of Penrith Stadium.
- Opening of Penrith Beach for the first time in the summer of 2023-24 and a funding commitment from NSW Government of \$2.5 million for further activations in summer 2024-25.

- \$21 million from NSW Government to deliver St Marys Central Park.
- \$4.46 million funding from NSW Government for shared path linkage from Factory Road to Tench Reserve.

## Advocacy Priorities

### Collaborating to deliver Sydney Metro, Western Sydney Airport

In 2023-24, Council continued to work with the NSW Government on the delivery of the Sydney Metro – Western Sydney Airport (the Metro) rail line and stations that are set to open in 2026. Through tri-government governance arrangements, Council works to ensure that the benefits of the Sydney Metro – Western Sydney Airport Project are maximised.

We continued to employ an Interface Lead to coordinate and represent Penrith in the planning and delivery of the Sydney Metro – Western Sydney Airport project (at all levels of government state/federal agencies). This role is responsible for ensuring Council's objectives are met, our strategic goals are considered, and the expectations of the Interface Agreement are met.

We continued to advocate and provide input and feedback for consideration by the NSW Government during the design and construction of stations and adjacent precincts, including:

- Integration of Station Precincts with surrounding areas.
- Convenient and safe access to Station Precincts for motorists, pedestrians and cyclists in all directions.
- Improved activation and urban design while improving connectivity to new stations including active transport connections along the length of the metro corridor, and continued advocacy for a north-south active transport connection at St Marys station.

In addition to this, Council continued to advocate for the extension of the Metro Western Sydney Airport line to connect from Tallawong to Macarthur. The extension of the Metro line is crucial to linking Western Sydney residents across the region - thereby opening up greater opportunities for employment and education, as well as greater opportunities for industry to further develop in the region. Council welcomed the announcement from State Government in June 2024 of funding in the 24-25 State Budget for a strategic business case to look at the Metro Western Sydney Airport line extension.

### Balanced Flood Planning and Delivery of Castlereagh Connection

In response to the uncertainty on flood planning policies and evacuation solutions for the region, Council published a Flood Planning Position Paper which outlines the need for greater clarity from government in relation to flooding to be able to properly plan for growth in the LGA. The paper outlined the current situation regarding planning for the future of Penrith City Centre including the construction of Castlereagh Connection. The paper served as an authoritative document offering strategic recommendations and actions to the Government to provide clarity around flood planning to set Penrith up for the future.

The Castlereagh Connection is a vital link road that would act as a major flood evacuation route. A corridor for the Castlereagh Connection has been preserved since 1951, around 22kms running between the M7 Motorway and the Nepean River. It is almost 90% in government ownership and could be constructed in stages as funding allows. The NSW Government's FEM2 Flood Evacuation Model Technical Report released in May 2023 demonstrates that the benefits of introducing the Castlereagh Connection are significant, with the potential of reducing people at risk by 71%.



The Commonwealth Government has confirmed \$50 Million towards planning for this project, contingent upon the NSW Government matching this funding. To date, the NSW Government has committed only \$1 Million. Council is advocating to expedite a Strategic Business Case and ensure further funding for the construction of this road connection is committed.

In addition, Council continued to advocate for improved flood resilience under the proposed NSW State Government Hawkesbury-Nepean Valley Flood Evacuation Road Resilience Program. The program proposes road infrastructure improvements across four Western Sydney Local Government areas: Penrith, Hawkesbury, Blacktown, and The Hills including road shoulder widening, new culvert and bridge structures, road raising, pinch point upgrades and drainage improvements to address local flash flooding which causes premature closure of evacuation routes.

### **Delivery of Werrington Arterial Stage 2**

Council continued to advocate for the Werrington Arterial Stage 2 which is the missing link of critical infrastructure needed to alleviate congestion now and support future projects underway, such as the Sydney Metro and St Marys station upgrade, the future Outer Sydney Orbital, and the approved freight intermodal St Marys.

The NSW Government has committed \$3 million for planning which is expected to inform an investment decision on moving to a Strategic Business Case. We are asking for the business case to commence and further funding for the project's construction.

### **Delivery of Luddenham Road Reclassification and Upgrade**

Luddenham Road is presently a local road but taking the burden of construction traffic required to deliver region-shaping projects including the Aerotropolis, Sydney Metro – Western Sydney Airport, Mamre Road Industrial Precinct and Sydney Science Park.

An ongoing concern to Council is that Luddenham Road continues to be used for heavy vehicle freight movement despite the roadway not being a designated heavy vehicle route. The current asset condition adds to road congestion, reduces road safety, decreases travel reliability, and impedes the movement of both people and freight.

We are asking the NSW Government to reclassify Luddenham Road as a State Road and undertake the design and construction of an upgrade and widening (estimated \$300 –\$400 million) as a matter of urgency. Council is also advocating for funding support for urgent repair works required in the interim to service the frequent and ongoing heavy vehicle movements on the road.

### **Delivery of Entire Mamre and Mulgoa Roads Upgrades**

Council acknowledges the NSW Government's significant investment to deliver this much needed upgrade, with funding committed for works that span Mamre Road from the M4 in the north to Kerrs Road in the south. The upgrade of the remaining section of Mamre Road from Kerrs Road to Elizabeth Drive remains unfunded. Council calls on the NSW Government to confirm its commitment to upgrade this missing link, which when complete will realise the essential north south arterial road connection to the airport and aerotropolis supporting access to employment precincts and freight movements.

Council continues to advocate for the widening of Mulgoa Road to six lanes and the completion of all project stages along the full length of the road. These upgrades should be considered part of a cross regional connectivity program that supports rapid bus networks and be in place by the time Western Sydney International Airport opens in 2026.

We are asking the Federal Government to reinstate funding previously committed for additional stages – Stage 5A – Blaikie Road to Jamison Road, Penrith, and Stage 5B – Jamison Road to Union Road,

Penrith. As well, we seek confirmation from the NSW Government on a budget and timeframe for the delivery of the full-length upgrade.

### **Greater Access to Penrith Lakes**

Council has long championed to the NSW government the need to plan and deliver public access to Penrith Lakes for the benefit of the community. In the summer of 2023–24 Penrith Beach opened to the public. The beach attracted almost 200,000 visitors by late April 2024, offering our community free access to enjoy the lakes environment and gain relief from the heat.

Council continued to advocate for ongoing public access and in June 2024 the NSW Government announced it has allocated \$2.5 million to reopen Penrith Beach, ensuring it can return for the 2024–25 summer swim season with improved amenities and visitor experience. We are calling on the NSW Government to develop a long-term activation plan for Penrith Beach to continue operations beyond the 2024–25 summer period.

Council also continues to advocate to the NSW Government to undertake a comprehensive vision and master planning process for Penrith Lakes, and that Council have a seat at the decision making table to advocate for greater access from the surrounding City. Council seeks the release of more areas within Penrith Lakes allowing the communities of Penrith and the Western Parkland City to enjoy this water-based parkland, and support Council's efforts to build the visitor economy in Penrith. The NSW Government has allocated \$1.9 million for water management and heritage works at Penrith Lakes in the Stage Budget 2024–25.

In conjunction, Council is advocating for dedicated pedestrian and cycle connections that link the Penrith City Centre to the Lakes and Nepean River. Both the Government Architect's Sydney Green Grid West District and Council's Green Grid Strategy support the establishment of safe, convenient connections that provide the community with improved access from the City Centre to two of our greatest natural assets.

## Developing Strategic Plans for Priority Precincts – Housing in the Right Place with the Right Infrastructure

In 2023–24, Council continued to collaborate with the NSW Government to plan new homes, infrastructure and jobs growth close to transport, schools and public spaces in St Marys Town Centre and Orchard Hills. Council also worked on planning of our employment lands.

In response to the NSW Government’s proposed Low to Mid Rise Housing reforms and Transport Oriented Development (TOD) SEPP, in addition to lodging formal submissions, Council published a Housing Position Paper and sought meetings with NSW Government Ministers to demonstrate Council’s localised, place-based planning model which fosters housing development supported by infrastructure.

### St Marys Town Centre

Council continues to lead the planning process for the St Marys Precinct around the new Metro Station. Following adoption of the St Marys Town Centre Structure Plan, the second stage of work to develop the St Marys Town Centre Master Plan has progressed in this period.

The Master Plan provides a nuanced,

evidence and place-based approach to guide growth and transformation and deliver high-quality outcomes in the Town Centre that are supported by infrastructure. It also provides a bespoke response to the NSW Government’s Transport Oriented Development Program having regard to the unique local context. The Master Plan is on-track to be completed in April 2025.

Council has established an ongoing Collaboration Group made up of several state agencies, including the Department of Planning, Housing and Infrastructure, that continues to provide input to the Master Plan.

Council also adopted the St Marys Town Centre Place Plan in April 2024. The Place Plan is a community-led roadmap which outlines actions over the next five years to transform the Town Centre through events, activities, public space improvements, and other projects. The Place Plan is informed by the vision and outcomes outlined in the St Marys Town Centre Structure Plan.

### Penrith City Centre

We are developing the planning process for the Penrith City Centre. The lack of clarity around flood planning and the changing policy environment is impacting on planning for Penrith’s future, constraining development and creating significant investment uncertainty. Detailed planning work for the Penrith City Centre has been put on hold due to the uncertainty around flood planning.

Council continues to advocate

to the NSW Government seeking clarity and a balanced approach to flood planning policy that supports responsible development and the growth and prosperity of the City. This includes advocating for funding to deliver critical flood evacuation infrastructure, such as Castlereagh Connection.

### Employment Lands

In November 2023, Council published the Penrith Industrial Precincts Technical Report and factsheets. These provided insights into the changes that have occurred in the zoning and development of Penrith’s industrial precincts since 2021, including lots size, employment growth and the number of businesses they support.

Council continues to advocate to the Federal and NSW Government for the timely delivery of infrastructure and roads upgrades to service existing and newly zoned employment lands in our LGA. We seek greater certainty of investment for critical infrastructure delivery to support the growth and equal distribution of local jobs closer to home.

## Fulfilling City Deal Commitments

We collaborated with other government stakeholders to implement commitments under the Western Sydney City Deal, which unifies Federal, State and local governments in delivering smart and responsible growth for Western Sydney, including much needed investment in infrastructure and job creation. Key activities are outlined below.

### The Parks Alliance

Council dedicated funds and continued to participate in the alliance of Western Parkland Councils, known as The Parks, which was established to formalise the existing collaboration between Western Sydney City Deal Councils. The Parks alliance continues to drive collaboration with the Federal, State and local governments to deliver key City Deal commitments and advocate for the Western Parkland City.

### Western Sydney Planning Partnership

Council has dedicated funds and resources to ensure that the Western Sydney Planning Partnership's (WSPP) projects were delivered as planned. We continue to work with partners on collaborative planning approaches to support the transformation of Western Sydney and delivery of high quality outcomes for local communities.

## Other Submissions to Government

In 2023-24, Council also made a range of submissions relating to matters that impact the wellbeing of community members and productivity and functioning of our City:

- Australian Government's Draft National Urban Policy
- NSW Government Transport Oriented Development Program and Low-Mid Rise Housing Reforms
- NSW Government's Parliamentary Inquiry into the Development of Transport Oriented Development Program
- NSW Government Independent Toll Review 2023
- NSW Government's Freight Policy Reform Consultation Paper
- Upper House Inquiry into the Current and Future Public Transport Needs in Western Sydney
- Upper House Inquiry into the Planning System and Impacts of Climate Change on the Environment and Communities
- Parliamentary Inquiry into Critical Transport Infrastructure supporting Western Sydney International Airport and Western Sydney Aerotropolis.

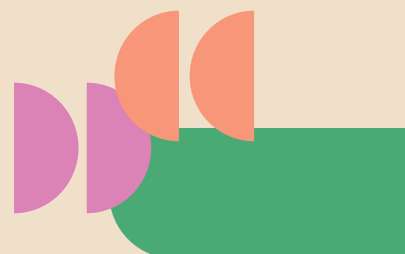
## National Urban Policy

In June 2024, Council provided a submission to the Draft National Urban Policy released by the Australian Government. The draft National Urban Policy outlined the Australian Government's goals and objectives to enable our urban areas to be liveable, equitable, productive, sustainable and resilient. The Draft National Urban Policy aims to facilitate a national lift in the quality of life in our cities and urban areas. It will also help prioritise and guide Australian Government investment and policy decisions in our regional cities.

Council provided recommendations including an action on establishing a National Funding model to support the initiatives outlined in the policy. Council's submission emphasised the need for the commitment of genuine collaboration across all three levels of government to ensure a cohesive approach to place-based planning, funding and sequencing of infrastructure delivery, housing and jobs that supports growing communities in urban areas.



Nepean River (looking south of M4 Bridge)





# Our Year Ahead

The coming year, 2024–25, is the third year of Penrith City Council’s 2022–26 Delivery Program. The 2024–25 Operational Plan is an annual plan that identifies the actions we will take that will contribute to the implementation of the four-year Delivery Program.

**The 2022–26 Delivery Program sets out our Principal Activities that will contribute to the delivery of the five Community Outcomes in the Community Strategy Plan 2036+.**

Some of the highlights in 2024–25 include:

- continuing to develop and deliver initiatives to respond to climate change, including the Cooling the City and resilience initiatives including identified actions in the Resilient Penrith Action Plan.
- developing a new Biodiversity Strategy to help protect our biodiversity values.
- progressing floodplain and risk management studies and plans
- developing a Stormwater Improvement Strategy to protect our water management values.
- developing a Community and Cultural Facilities Strategy to respond to the impacts of growth in our city.
- commencing development of a Social Sustainability Strategy Framework to support a socially just Penrith.
- delivering identified actions in the Community Safety Plan.
- delivering identified actions in the Disability Inclusion Action Plan.
- delivering identified actions in the Library Services Strategy.
- developing a 24-hour Economy Strategy to support vibrancy and economic growth.
- developing a Reflect Reconciliation Action Plan to support Council’s reconciliation journey and strengthening relationships with our First nations community.
- developing an Investment Attraction Framework and Plan.
- delivering an Accommodation Diversity Short-Stay Accommodation and Hotel Investment Demand and Feasibility Study.
- finalising a Master Plan for St Marys Town Centre.
- completing the Nepean River walking loop with the provision of a shared pathway connection on Nepean Avenue.
- progressing the Dunheved Road upgrade project.
- completing the Regatta Park Precinct project
- delivering identified actions in the Sport and Recreation Strategy.
- implementing the Customer Experience Transformation Technology Project – Booking and Venue Management.
- completing the programmed Leading Excellence and Performance (LEAP) reviews.
- finalising the Property Strategy.

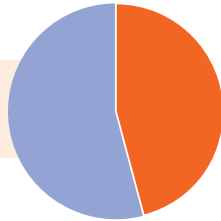
For more information on what we will deliver in the coming year, see our 2024–25 Operational Plan on our website.

# 2024-25 Budget Snapshot

## Where will the money come from? \$357m

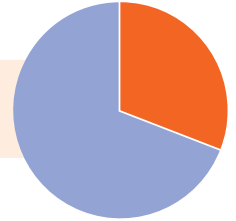
**Rates**  
\$164m, 46%

Residential and Business Rates.



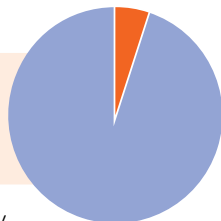
**Fees and Charges**  
\$110m, 31%

Development Applications, Waste and Stormwater Management Charges, Facility Hire, Childcare fees, Pool and Gym entry fees.



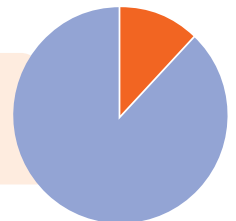
**Operating Grants & Contributions**  
\$19m, 5%

Financial Assistance Grant, Library Subsidy, Childcare Subsidies.



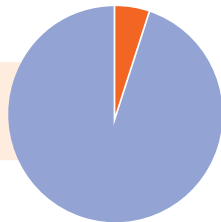
**Capital Grants & Contributions**  
\$45m, 13%

s7.11 Developer Contributions, Roadworks Grants, Other Capital Works Grants



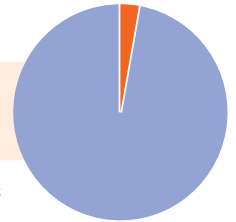
**Other Income**  
\$21m, 6%

Interest Income, Asset Sales, Loan Borrowings.



**Net Reserve Movements**  
(\$2m), (1%)

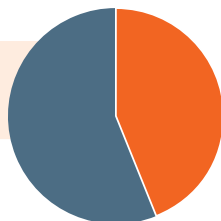
Net result of transfers into reserves vs transfers out of reserves.



## Where will the money be spent? \$357m

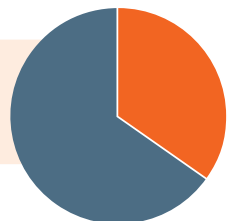
**Employee Costs**  
\$155m, 43%

Salaries and Wages, Superannuation, Annual Leave, Long Service Leave, Workers Compensation, Training.



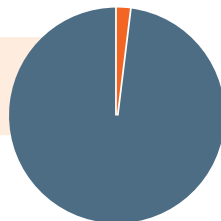
**Materials, Contracts and Other**  
\$120m, 34%

Garbage collection contracts, IT Software Contracts, building maintenance contracts, plumbers, electricians, maintenance and operational materials.



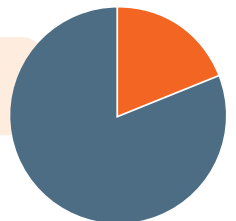
**Debt Servicing**  
\$6m, 2%

Interest and Principal Loan Repayments.



**Capital Works**  
\$76m, 21%

Major Projects, Asset Renewals and Upgrades, Property Development, Plant and Fleet Purchases, Library and ICT Resources







Community members enjoying an activity at City Park, Penrith





# Who We Are



# Our History

The lands of Penrith have been sacred to the Darug and Gundungarra people for thousands of years, with written history of the area beginning on 26 June 1789 – 17 months after the landing of the First Fleet. Captain Watkin Tench and his party set out to explore the area now known as Penrith.

After a day's travel west from Botany Bay, Captain Tench encountered the broad expanse of the Nepean River, near the spot where the M4 Motorway Bridge is today. He wrote, "We found ourselves on the banks of a river, nearly as broad as the Thames at Putney and apparently of great depth". The party could not cross the river, so they travelled north along the bank for a short distance, observing Aboriginal daily life as they walked. Governor Arthur Phillip later named the river after Sir Evan Nepean, the Under-Secretary of State in the Home Office, who played a pivotal role in organising the First Fleet.

The lands we now call home have been agricultural pastures for animals, a penal colony, and a vast factory that produced ammunition for far-flung wars. Penrith was home to convicts, who were deported from England and incarcerated at Emu Plains, then made to work in iron gangs to build the treacherous Zig Zag Road, now known as Old Bathurst Road.

Penrith's pivotal location on the Western Road ensured that our City became instrumental in the history of NSW. Construction of the mighty Victoria Bridge allowed for the gold fields west of the Great Dividing Range to open. As the gold rush unfolded, the amount of traffic into and through Penrith increased exponentially, with hordes of miners trying their luck, and many inns, hotels, shops and services springing up to cater to them.

In the late 1860s, the railway and Penrith station became key to our district's development. As the economic importance of the area grew, the desire for local government began to stir. Local landowners and residents expressed their desire for a voice in matters affecting them. After several petitions – and many counter petitions – the district of Penrith was proclaimed a municipality on 12 May 1871. The population of the Penrith township at that time was 836.

The colonial settlers commenced local government in the City of Penrith in 1843, forming district councils. The incorporation of the town of Penrith in 1871 was followed by St Marys (1890), Mulgoa (1893), Castlereagh (1895), and Nepean Shire (1913). On 1 January 1949, these local government authorities amalgamated to form Penrith Municipal Council, and 10 years later, the Municipality of Penrith was proclaimed a City.



Shelters at Penrith's Tench Reserve





# Our Services

**We deliver a wide breadth of services to the community including:**

Constructing, managing and maintaining:

- civil assets (such as roads, drainage and footpaths)
- recreational areas, public and open spaces
- Council buildings and facilities
- Council controlled cemeteries
- aquatic leisure centres and facilities

---

Providing and managing waste and resource collection services

---

Advocating to other levels of government on behalf of our community

---

Planning for the future of the City

---

Communicating and engagement with our customers

---

Sustainability initiatives, programs and education

---

Developing and managing property

---

Supporting local emergency management services and contributing to public safety

---

Promoting and marketing of the City

---

Providing community activities and events

---

Development assessment, certification and approval services

---

Compliance and regulatory functions, including animals and illegal dumping

---

Protecting and enhancing the environment

---

Children's services

---

Library services

---

Floodplain planning

---

Traffic management, parking and road safety planning

---

Providing corporate functions to ensure the organisation runs efficiently and effectively and abides by all legislative requirements

---



# Our Areas of Operation

The Penrith Local Government Area comprises 404 square kilometres and the Penrith CBD is located 55 kilometres west of the Sydney CBD. The LGA is bordered by six other LGAs—Blacktown, Blue Mountains, Fairfield, Hawkesbury, Liverpool, and Wollondilly.

Penrith City Council operates out of four primary sites. They are:

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## Civic Centre and Library

601 High St, Penrith

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## Works Depot

34-58 Copeland St, Kingswood

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## St Marys Office and Library

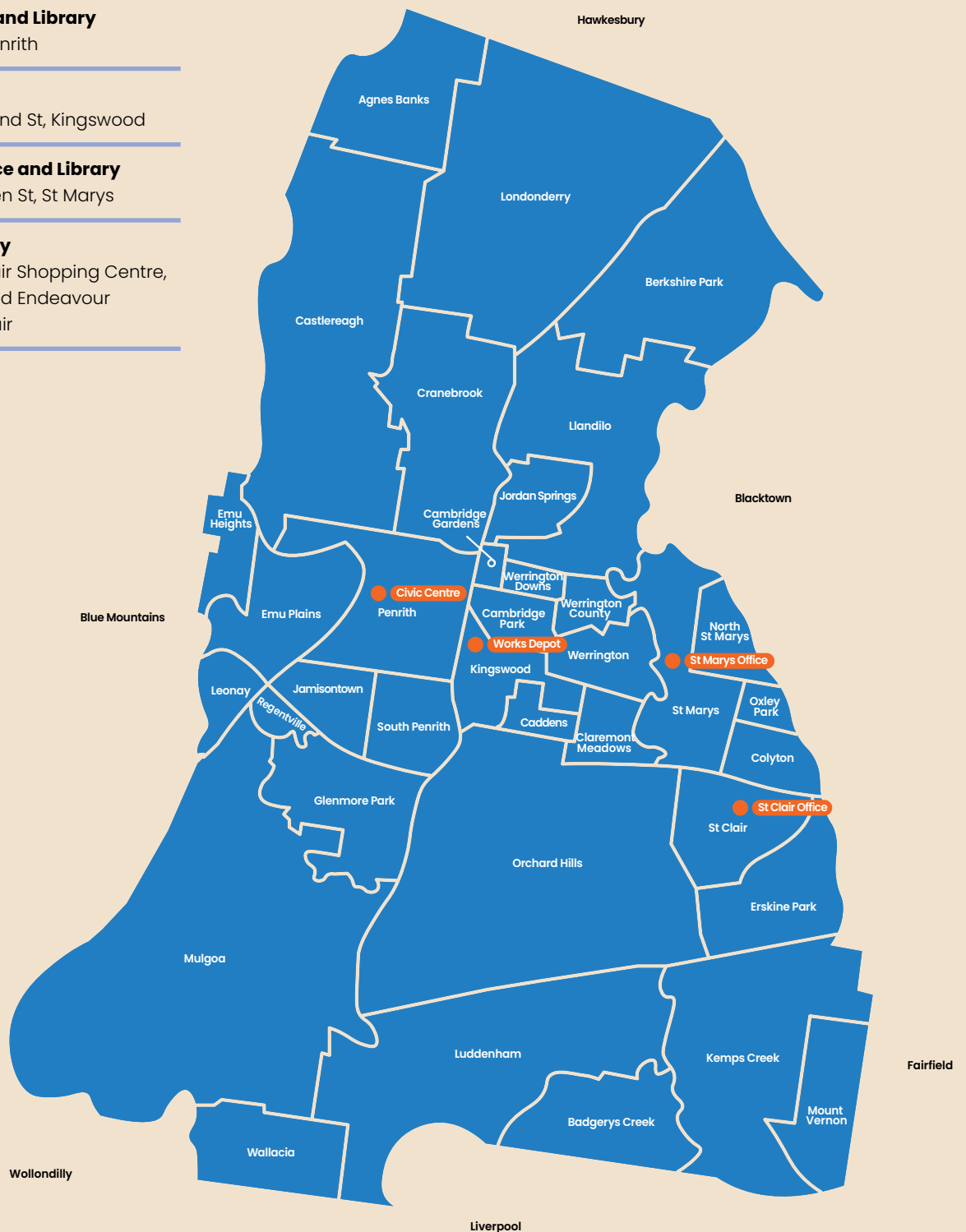
207-209 Queen St, St Marys

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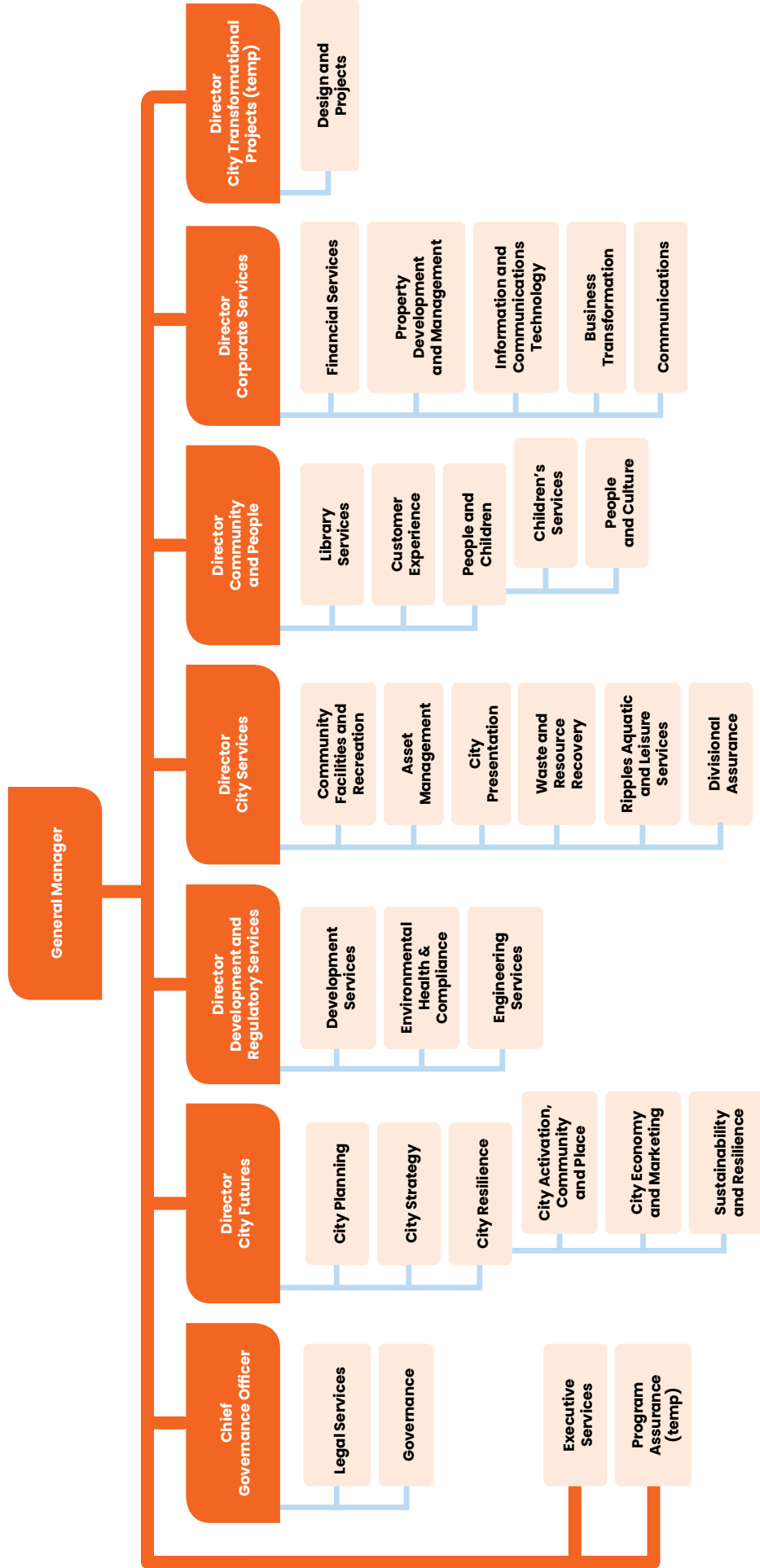
## St Clair Library

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

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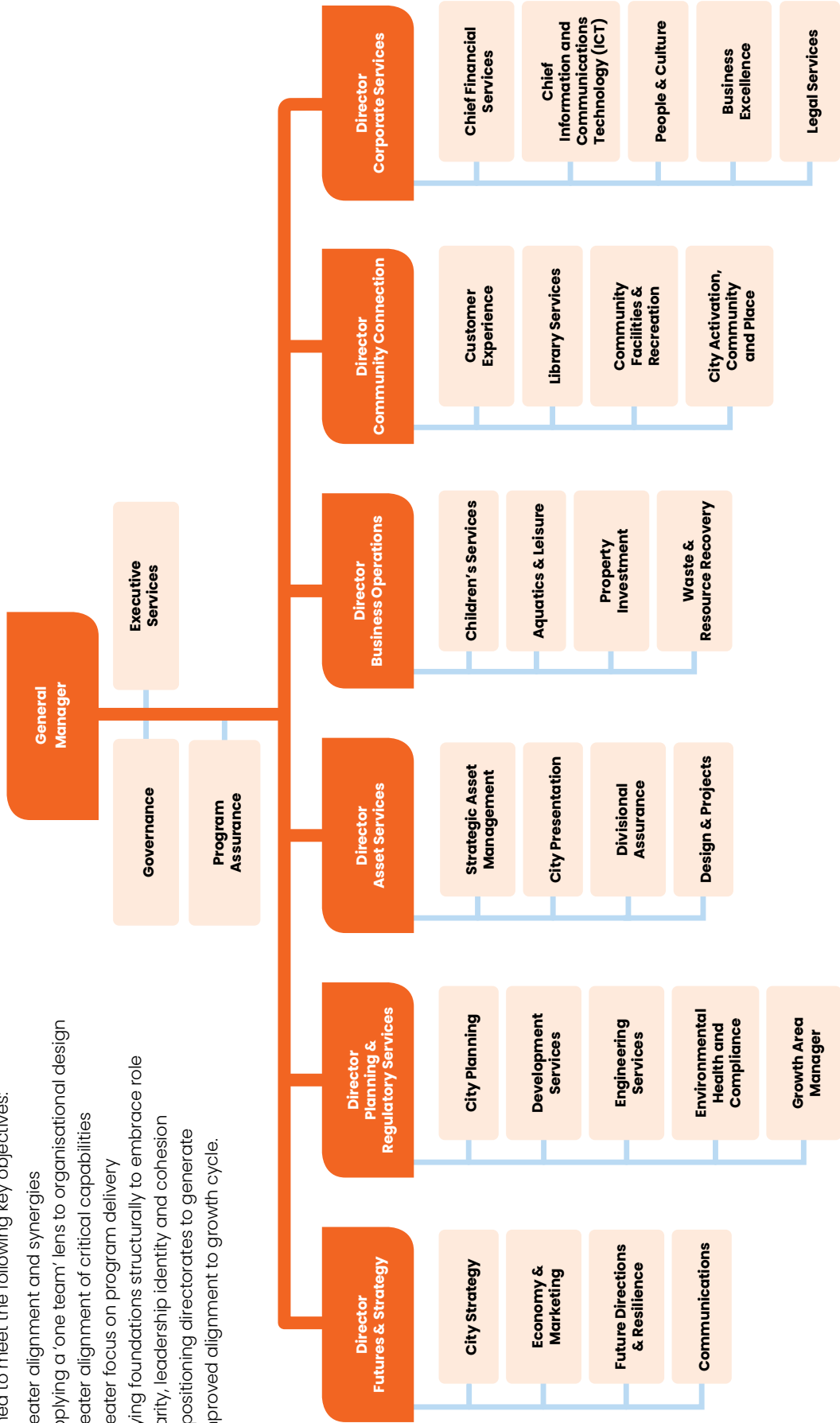
# Organisational Structure as at 30 June 2024



# Organisational Structure to commence 1 July 2024

As of 1 July 2024, a new organisational structure will come into effect. The new structure has been designed to meet the following key objectives:

- greater alignment and synergies
- applying a 'one team' lens to organisational design
- greater alignment of critical capabilities
- greater focus on program delivery
- laying foundations structurally to embrace role clarity, leadership identity and cohesion
- repositioning directorates to generate improved alignment to growth cycle.







# NEON GARDEN

Community members enjoy St Marys Lights Up

# Our Penrith

## POPULATION



**217,664**

2021 CENSUS ABS

**270,477**

2041 PROJECTION  
(PLANNING PORTAL NSW)

**404**  
Km sq

55km west of  
Sydney's CBD

Source: ABS Census 2021



**49.4%**

Male



**50.6%**

Female



**5%**

Indigenous

**14%**



Aged 0-9 years old

**13%**



Aged 10-19 years old

**55%**



Aged 20-59 years old

**18%**



Aged 60+ years old

**35**

Median Age



**\$1,903**

Household median  
weekly income



**29%**

People born  
overseas



**24%**

Households where  
non-English  
language is used



**57,893**

Number of Families

**48%**



Families with children

**19.5%**



Single Parent  
Families

**31%**



Families with no children

**1.5%**



Other



**1.9**

Average Children  
per Family



25%

Dwellings Owned

40%

Dwellings Mortgaged

33%

Dwellings Rented

2%

Dwellings Other

1.9



Average Motor Vehicles per Household

2.8



Average People per Household

6

Water play facilities



203

Car parks

52

Childcare educational services

132



Sportsgrounds

38



Suburbs

1,112

of roads

41



Community centres

5



Cemeteries

3



Libraries

163

Inclusive playspaces

9



Off leash dog parks



1,011

Retail Food Business

743

of footpath and shared pathways



19



Fitness equipment locations

3

Synthetic fields

7



Skate facilities



81,152

Number of Dwellings



78.5%

Separate House



12%

Semi detached, Terrace House



9%

Apartment or Unit

0.5%

Other

5%

Live with a profound or severe disability

7%

Live with a mild or moderate disability



Source: Penrith City Disability Snapshot 2018

# Our Councillors

The Penrith LGA is made up of three wards, with five councillors representing each ward. Together the 15 councillors represent the interests of our community and the Penrith region.

Each councillor brings a wealth of knowledge to their role. While they represent a particular ward, their ultimate consideration must be the current and future interests of Penrith as a whole.

Councillors were elected in December 2021. They will serve until the next local government election in September 2024. A new Mayor is elected every two years, and a Deputy Mayor each year as determined by Council.

**NORTH WARD**

- Cr Jonathan Pullen
- Cr Kevin Cramer OAM
- Cr John Thain
- Cr Glenn Gardiner
- Cr Ross Fowler OAM

**SOUTH WARD**

- Cr Karen McKeown OAM
- Cr Mark Davies  
*Deputy Mayor September 2023 to present*
- Cr Jim Aitken OAM  
*Resigned 29 June 2023*
- Cr Sue Day
- Cr Mark Rusev

**EAST WARD**

- Cr Marlene Shipley
- Cr Robin Cook
- Cr Todd Carney  
*Mayor September 2023 to present*  
*Deputy Mayor until September 2023*
- Cr Bernard Bratusa
- Cr Tricia Hitchen  
*Mayor until September 2024*





**Councillor  
Kevin  
Crameri  
OAM**

Cr Kevin Crameri OAM was first elected to Council in 1974. He served as Mayor in 1996-97, 2009- 10 and 2010- 11, and as Deputy Mayor in 1988-89. He is also a Justice of the Peace. He has lived in the local area since he was six years old and is actively involved in many local committees and groups, including as Chairperson for Council's Flood Committee since its inception.

Cr Crameri is a life member and former Deputy Captain of the Llandilo brigade of the NSW Rural Fire Service, life member of Llandilo Public School P&C, member of the Nepean District Historical Society and was President of Cranebrook High P&C for six years.

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



**Councillor  
Ross  
Fowler  
OAM**

A long-term local resident, Cr Ross Fowler is in his eighth consecutive term on Council after first being elected in 1991. He served as Mayor in 1995-96, 2013-14 and 2018-20. He also served as Deputy Mayor in 2015. Cr Fowler holds a Bachelor of Commerce, is a Fellow of the Institute of Chartered Accountants, a registered Company Auditor and Tax Agent and is the Principal of Ross Fowler and Co, a Chartered Accountancy firm in Penrith. Since 1991 he has represented Council on CivicRisk Mutual Ltd, (formerly Westpool) – the local government insurance and risk management mutual and is currently Board Chairman.

Cr Fowler was instrumental in securing the Penrith Whitewater Stadium ahead of the 2000 Olympics and was Board Chairman of the company which operated the facility since its incorporation in 1999. He is a member of the Boards of Penrith Performing & Visual Arts Ltd and Penrith City Children's Services Cooperative, and also represents Council on the Audit, Risk and Improvement Committee, Heritage Advisory Committee and the Sydney Western Planning Panel. Cr Fowler is leading Council's objective to increase our property portfolio and reduce Council's financial reliance on rates income. His extensive financial acumen has been of great benefit to Council.

Cr Fowler's goal is to help support a strong local economy, creating job opportunities for local residents, and to ensure that Council remains in a sound financial position to best meet the needs and expectations of residents and ratepayers. Outside his duties as a Councillor, he was a Director of the Australian Foundation for Disability (AFFORD) from 2004 to 2022. He is a member of St Marys Rotary Club, and held positions including president, club service director, community service director, secretary, and treasurer. He was also the President of the Board of Trustees for Blaxland Crossing Rest and Recreation Ground Land Manager at Wallacia. He enjoys time with his extended family, gardening, local history and bee keeping.



**Councillor  
Glenn  
Gardiner**

Cr Glenn Gardiner was elected in December 2021 and is serving his first term. Cr Gardiner lives in Londonderry with his wife, Peta, and children, Connor and Amelia. His family has been connected to Western Sydney since the 1940s, when Cr Gardiner's great grandfather moved to St Marys to work nearby at the former ADI site at Dunheved.

Cr Gardiner has long held an interest in politics and believes the biggest difference can be made on a local level, which led him to join Council. His passion for helping community members and advocating for the needs of others transcends his role as a councillor. Cr Gardiner works as Sales Manager for Capricorn Risk Services, and serves as Chair of Penrith-based SeeAbility, which supports people with neurological disabilities, such as autism or acquired brain injuries. Cr Gardiner has also served the community as a member of the Londonderry Brigade of the NSW Rural Fire Service for 12 years.

Cr Gardiner is focused on ensuring the growth of the Penrith LGA with the goal of creating a liveable City, which respects and harnesses the can-do attitude and family-focused culture that consumes Penrith. He believes this starts with the basics, such as giving residents the best possible access to quality roads, great community parks and a thriving local economy. Cr Gardiner is passionate about flood management and represents Council on the Floodplain Risk Management Committee. He hopes to liaise with government agencies and assist with improving the emergency flood response.

**North Ward  
Councillors**



**Councillor Jonathan Pullen**

Cr Jonathan Pullen was elected at the Local Government election in December 2021 and is serving his first term. Cr Pullen was born at Nepean Hospital in 1990 and has spent his life in Penrith. Cr Pullen is a Western Sydney University graduate and holds a Bachelor of Communication. He has a professional background in publishing, marketing, e-commerce, digital marketing and social media.

Cr Pullen has always held a firm interest in local, state and federal politics; becoming politically active from a young age, he began volunteering and campaigning for the Labor Party. He served as President of the ALP Lindsay Federal Electorate Council for five years and as Treasurer and Secretary of the Werrington and Cambridge Park ALP branch for five years. Within these roles and through his work with local and state government organisations, Cr Pullen has become well-versed in discussing the needs of residents. Now serving as an Independent, Cr Pullen is proud to oversee the city's development as an iconic locale with an unfaltering commitment to progress, quality of life and growth opportunities for business.



**Councillor John Thain**

Councillor Thain began his working life as a tradie (Electrical Fitter Mechanic) and then entered the Power Transmission Industry where he spent the bulk of his working life. In this industry he worked his way up from Sales Engineer to National Project Manager for both mechanical and electrical drive systems and later to automation. He has since had a life change working for Providers of the NDIS and now works for the NDIS Partners in the Community Program as an LAC.

He has been Mayor of the City twice (2005-06 and 2016-18) and Deputy Mayor twice (2004-05 and 2022-23) and has vast experience in all aspects of Council business, Strategic and Management plans, Zonings, Masterplans while still being connected to the local issues.

He has been the main driving force for Urban Renewal in older established areas. These include the renewal of Cranebrook shops, the all-weather Little Athletics Track, Trinity Drive Mixed Recreation Space, Cranebrook Skate Park and upgrades to Werrington Lake adding Play Equipment, Splash Pad and Outdoor Gym Equipment to name a few.

Recently he successfully initiated an Audit of Rural land drainage which identified priorities and a schedule of work with \$800,000 funding in the first year, increasing in subsequent years to accelerate completion.

**East Ward**

**Councillors**



**Councillor Bernard Bratusa**

Cr Bernard Bratusa has been a local resident since 1980 and was first elected to Council in 2012. Cr Bratusa and his wife Katheryne have raised three children, and now proudly boast the addition of three grandchildren. Bernard is proud to call Penrith home, believing the City's future is positive and unlimited in terms of opportunities.

Supporting local businesses, creating employment, respecting our heritage, and protecting our rural villages are key priorities for Bernard. Bernard still believes Penrith remains the big little town he fell in love with 40 years ago, blessed with good people and where dreams become reality.



**Councillor Todd Carney**  
**(Mayor)**

September 2023 to present

**(Deputy Mayor)**  
until September 2023

Cr Todd Carney was born and raised in Western Sydney and was first elected to Council in 2016. Cr Carney was elected Mayor in September 2023, and previously served as Deputy Mayor in 2022-23. He has lived in Glenmore Park since 2003 with his wife Sharon. Together they have three children, Zach, Lily and Indie.

After starting his apprenticeship at the age of 16, Cr Carney worked as a heavy vehicle mechanic for 12 years. Cr Carney also worked as an electorate officer in the Office of David Bradbury MP for six years, advocating for Western Sydney and helping local residents.

Prior to taking on the role of Mayor, Cr Carney was employed as the National Service Manager for an international crane manufacturer. Cr Carney represents Council on the Access Committee and is a member on the Children's Services Cooperative Ltd Board.

**North Ward**

**Councillors**



**Councillor  
Robin Cook**

Cr Robin Cook was first elected to Penrith Council at a by-election in May 2018. Cr Cook has lived in the Penrith area for 40 years and her family's association with Penrith spans many generations. Her great uncle was elected to Penrith Council in 1936. As a former registered nurse and carer for a parent with disability, Cr Cook has a keen interest in the health and wellbeing of the community. She is a Council representative on the Access Committee and is passionate about ensuring Penrith is an accessible and equitable community.

Cr Cook is a committed advocate for sustainability and has a keen interest in maintaining the balance between development and the protection of our environment, particularly the Nepean River. She represents Council on the Resilience Committee and the Multicultural Working Party. She is also a member of the Local Traffic Committee (representing the Member for Londonderry) and is on the board of the Nepean Community College (representing the Member for Londonderry). She has a deep respect for the Aboriginal and Torres Strait Islander peoples of the area and is committed to being a voice for members of the community who are disenfranchised.



**Councillor  
Tricia  
Hitchen  
(Mayor)  
until September 2023**

Cr Tricia Hitchen is a highly decorated former Commissioned Police Officer. She has been on Council since 2012 and was Mayor from January 2022 to September 2023, and Deputy Mayor from 2016-2017, and 2020-21. Cr Hitchen has been a member of Council's Access Committee for 10 years, including as Chair for five years. She is also a member of the Local Traffic Committee (representing the Member for Penrith) and the Penrith Performing and Visual Arts Limited (PP&VA) Board. Cr Hitchen was elected to the Board of Panthers in 2023 and is a volunteer Director of The Haven Nepean Women's Shelter and vocal on issues of family and domestic violence.

As the mother of a special needs child, Cr Hitchen is a strong advocate for people with disabilities, accessibility and equity. A long-term resident of the East Ward, Cr Hitchen has worked hard with her local communities to achieve positive outcomes. She was instrumental in the funding and development of the Brisbane Street Park in St Marys and worked with Council to achieve better outcomes in the Oxley Park area. Cr Hitchen also lobbied Council for adult changing spaces in the Penrith and St Marys CBDs. Working with the community of Kingswood, Cr Hitchen helped establish the food and book pantries in Wainwright Park, Kingswood. Cr Hitchen is also a strong supporter of Council's Village Café program.



**Councillor  
Marlene  
Shipley**

Cr Marlene Shipley was elected at the Local Government election in December 2021 and is serving her first term as Councillor. Cr Shipley has raised her family in the Penrith LGA and worked locally for decades. Cr Shipley is well-known in the community, largely due to her role as CEO of St Marys Diggers and Band Club. She first joined the club as Senior Financial Manager and was later appointed CEO in 2007. In both roles, Cr Shipley works closely with local community groups and has a thorough understanding of the City's needs. Cr Shipley is also a civil marriage celebrant and has taken part in many memorable weddings in the community.

She is passionate about voicing the concerns of residents and working collaboratively with the community. As a councillor, she wants to strive for a more liveable, functional, and sustainable future. Cr Shipley sees her platform as a chance to advocate for Penrith, to attract additional funding, build on business connections, and improve the lifestyle and recreational options for residents. Cr Shipley volunteers her time on several boards, including the St Marys Town Centre Management Corporation. She represents Council on the Floodplain Risk Management Committee and the Hawkesbury River County Council.

East Ward

Councillors





### **Councillor Jim Aitken OAM**

Resigned  
29 June 2023  
Acknowledged by  
Council 24 July 2023

Councillor Jim Aitken resigned as a Councillor on 29 June 2023, due to ill health. After 28 years serving the Penrith community, Jim decided to finish his time on Council. In his role as a Councillor, Jim served in various roles and was a consistent part of Penrith's growth and transformation. He was elected as a Councillor seven times; served as Mayor in 2008-2009 and was Deputy Mayor twice, in 2010-11 and again in 2013-14.

Over the years he represented Council on a range of boards and committees, such as the Major Projects Working Party, the Floodplain Risk Management Committee and the Floodplain Management Working Party and has been a committee member of Floodplain Management Australia. While on Council, Jim was passionate about our partnerships and was especially fond of our friendship with Lachlan Shire Council as he was born in Bogan Gate, a small village in the Central West.

Jim's ability to foster a sense of community has been a constant in his life and career. A local resident for more than 50 years and a self-made businessman, he started out in people-facing roles, first as a young newspaper boy and later as a butcher. He has also been a fireman, a taxi driver, and had a waste removal business.

Council thanked Jim for his decades of service to our great City through a Mayoral Minute at the Ordinary Meeting of Council on 24 July 2023.

Council also resolved at the same meeting to write the Minister for Local Government to request not to hold a by-election, and to carry the vacancy until the September 2024 election. This request was granted.



### **Councillor Mark Davies (Deputy Mayor)**

September 2023  
to present

Cr Mark Davies was first elected to Penrith City Council in 2004, served as Mayor in 2012-13 and was elected Deputy Mayor in September 2023. He is passionate about attracting investment to Penrith, boosting the local economy and creating more jobs for residents.

Before joining Council, Cr Davies worked as a broadcast technician in the television industry and currently runs a small business, Tech-Dry Building Products. Cr Davies is married to Tanya Davies MP, Member for Badgerys Creek.



### **Councillor Sue Day**

Cr Sue Day was elected at the Local Government election in December 2021 and is serving her first term as Councillor. Cr Day moved to Penrith in 2002 with her husband and their daughter and is still proud to call Penrith home. She has spent years advocating for improved transport services and local amenities that make it easier for people in their suburbs and hopes that through her role as a councillor, she can help to create a more connected and vibrant City.

She holds diplomas in Business Management, Financial Services, Communications and Accounting, and for the past 28 years has held professional roles in finance management. Coming from a large extended family, Cr Day believes it takes a village to raise a child and sees the benefits of providing good quality, affordable childcare, to give children the best start in life. While raising her daughter, Cr Day joined the Penrith City Children's Services Co-operative

and is currently serving as a Council representative. She has been a Board Director for more than 20 years. Cr Day is a member of Council's Resilience Committee. Cr Day is also passionate about providing essential transport and infrastructure that makes Penrith neighbourhoods liveable now and in the future. Cr Day is calling for better social infrastructure and connectivity in and around Penrith City.



### **Councillor Karen McKeown OAM**

Cr Karen McKeown OAM was elected to Council in 2004, 2008, 2012 and 2016, served as Mayor in 2015-2016 and again from September 2020 until December 2021. She also served as Deputy Mayor in 2006-07 and in 2019-2020. In March 2023, Cr McKeown was elected as Member for Penrith. She also serves the people of NSW as a Member of the Committee on Children and Young People and the Committee on the Ombudsman, the Law Enforcement Conduct Commission and the Crime Commission.

Cr McKeown holds a Bachelor of Commerce degree from WSU Majoring in Management with double sub majors in Law & Employee Relations; and the Executive Certificate for Elected Members from UTS. She is a graduate of the Australian Institute of Company Directors and the Australian Institute of Superannuation Trustees. She is also an elected Councillor on Hawkesbury River County Council, the Local Traffic Committee, Council's Resilience Committee and Multicultural Working Party. Cr McKeown is one of Council's Sustainability Champions and represents Council and our City on environmental topics. She is passionate about ending homelessness and providing a voice for our growing multicultural community.

**South Ward**

**Councillors**



**Councillor  
Mark  
Rusev**

Cr Mark Rusev was elected to Penrith City Council at the Local Government election in December 2021 and is serving his first term on Council. As a resident of St Clair, Cr Rusev understands the day-to-day needs of Penrith City Council residents and recognises that full potential of the Penrith LGA is still to be realised. He is focused on catering for our city's growing population by working to create employment opportunities, build new infrastructure to accommodate our expanding community, and increase the quality of life for residents.

Cr Rusev feels Council services are essential for creating a vibrant community, and is particularly interested in enhancing community libraries. Cr Rusev values the opportunities the Western Sydney International Airport provides to Penrith. He is committed to continuing to advocate for more funding from the NSW and Australian Governments to fund transformational projects in our community. Cr Rusev also values the diversity within Penrith and welcomes the contribution of new citizens who bring fresh perspectives and family-oriented values to the area. Cr Rusev represents Council on the Penrith CBD Corporation Board. He is a member of Council's Heritage Advisory Committee, Resilience Committee, Library Services Working Party, Multicultural Working Party, Recreation Working Party, and is a Penrith City Council Sustainability and Resilience Champion.

**South Ward  
Councillors**



Community members enjoy St Marys Lights Up



# ANIMAL SERVICES



Animal Services employees engaging with community members and their pets



SERVICES



# How We Engage

# Our Community and Stakeholders

- NSW and Australian Government departments and agencies
- Transport Authorities
- Children and families
- Young people
- Emergency services
- Retirees and mature aged people
- Residents
- LGBTQI+ community
- Voluntary groups
- Rate payers
- Community, sporting, cultural and environmental groups
- Visitors
- Future community
- First Nations communities
- Local businesses
- Religious groups
- Schools, colleges and universities
- Industry groups and associations
- Childcare centres and services
- Investors
- Culturally and linguistically diverse communities
- Historic societies
- Refugee groups
- Health and support services
- Students
- Not-for-profit and non-government organisations
- Council's advisory committees and working groups
- Other councils
- Interagencies
- Disability and wellbeing support services

## How We Communicate

### ONLINE

- Our Place eNewsletter
- Electronic direct mail
- Social media
- YouTube
- Online workshops
- [yoursaypenrith.com.au](http://yoursaypenrith.com.au)
- [penrith.city](http://penrith.city)

### LOCALLY

- Local media
- Public notices
- Direct mail
- Our Place print newsletter
- Council staff
- Pop-up information kiosks
- Local organisations and service providers

# Projects Shaped By Our Community

We want everyone to be involved in the decisions made about our City.

## **In 2023–24, we listened to our community’s perspective in shaping projects including:**

- Community Strategic Plan – 2024 review
- Draft Affordable Housing Strategy and Action Plan
- St Marys Town Centre Draft Place Plan Exhibition  
St Marys Masterplan
- Statement of Recognition – Aboriginal and Torres Strait Islander people
- Visitor Economy Strategy
- Economic Development Strategy
- Penrith Multicultural Action Plan
- Community Safety Plan
- Nepean Avenue Pathway
- Our River Masterplan Update
- Tench Reserve – Kayak Launch Decks
- Factory Road Shared Path
- Blackwell Creek Catchment Flood Study
- Byrnes Creek Catchment Flood Study
- Ron Mulock Oval shared use
- Operational Plan and Fees and Charges 2024–25
- Community Funding Program
- Cultural Strategy and Action Plan
- Cranebrook Neighbourhood Renewal

## **We also sought our community’s input on park and reserve upgrades including:**

- Monfarville Reserve, St Marys
- Dorothy Radford Reserve, St Clair
- Henry Brigden Park, Penrith
- Gilmour Street Reserve, Colyton
- Ridge Park Reserve, Oxley Park
- Londonderry Park, Londonderry
- Jim Anderson Park (Stage 2), Werrington Downs
- Eileen Cammack Reserve, South Penrith



## **Community Engagement Framework**

**Penrith City Council’s Community Engagement Framework guides Council staff to facilitate community participation in community engagement by employing best practice engagement methods that are meaningful, accessible, and appropriate for our community.**

Some of the methods outlined by the Community Engagement Framework include offering audience-appropriate consultation opportunities – both online and face-to-face, collecting quantitative and qualitative information via a variety of engagement methods, translating information when required, using simple language in all communications, and sharing post-consultation results back with participants.

In order to build Council staff capacity in community engagement, during 2023–24 we developed an internal Community Engagement Guidelines and Toolkit document containing community engagement advice, legislative requirements, internal protocols, case studies and templates. We established a Community Engagement Advisory Group, bringing together the most experienced of Council’s engagement staff to promote knowledge-sharing and better leverage opportunities for improved community engagement outcomes.



# Your Say Penrith – community participation opportunities

Council uses the Your Say Penrith website as a key way to inform and engage the community about opportunities to comment on and contribute to our plans, priorities and activities.

During 2023-24 the 'Your Say Penrith' site was visited 49,307 times, there were 2,764 document downloads, and 1,271 community contributions – in the form of survey completions (67%), quick polls (27%), and other feedback mechanisms (6%).

Council provides in-person engagement opportunities also; these are promoted on Council's website and social media channels.

More information: [Yoursaypenrith.com.au](https://yoursaypenrith.com.au)

## The Year Ahead

### Opportunities to Join the Conversation in 2024-25

**There will be several opportunities for our community to provide perspectives on issues that affect them, including:**

Youth Action Plan

Events Strategy

Penrith & St Marys 24-hour Economy Strategy

St Marys Master Plan

St Marys Central Park concept design and naming

Bennett Park mixed recreation space

Dunheved Road upgrade

Playspaces across the LGA

First Nations Caring for Country Program  
– Cultural Burns, Water Forum

Community Strategic Plan

Engagement Strategy and Participation Plan

Our River Master Plan

Yandhai Nepean Crossing

# Council In The Media

Council values the role the media plays in sharing our news and informing the Penrith community and beyond about our events, projects, services and facilities. In 2023-24 we proactively prepared and issued media releases, media statements and media alerts and worked collaboratively with journalists and producers across print, broadcast and digital media to secure coverage at a local, metropolitan, and national level.


Penrith is a rapidly growing city, in the heart of the fastest growing region in Australia, and we continue to leverage the reach and influence of the media to amplify our advocacy for adequate infrastructure. Over the past year, our advocacy for the opening of Penrith Beach, funding for crucial road upgrades across the LGA and a more strategic approach to housing supply has garnered media attention.

Our most notable media moments from the last 12 months include:

- Council's strong advocacy in opening Penrith Lakes for the community and Western Sydney residents which led to the announcement and subsequent opening of Penrith Beach for the 2023-24 summer.
- Supporting the Penrith Panthers in the lead up to their third NRL Premiership win in a row.
- Council's response to the Environmental Impact Statement and proposed flight paths for Western Sydney Airport.
- The opening of the first stage of Regatta Park, offering green spaces, family-friendly amenities, and a revitalised riverfront.
- The opening of City Park, delivering a vibrant green space in the heart of Penrith's City Centre.
- The redevelopment of Penrith Stadium securing \$309 million investment from NSW Government.
- Council welcoming the Australian Government's investment in roads and transport.
- Council boosting local job supply with the sale of 16ha of industrial land.
- Council receiving \$400,000 to create a more vibrant and thriving St Marys Town Centre
- The Mayor's Charity event raising \$67,000 for the Penrith Community Kitchen.
- Work commencing on Nepean Avenue and the support of the community to provide a safe path linking the famous 'bridge to bridge' river walk.

 **136**  
media releases

**1,588**   
mentions in the media (up 34% the previous year)

  
**45.29**  
million people through Media Reach in 2023-24

  
**443**  
mentions in newspapers

**14**   
front page covers in Western Weekender and Nepean News

**19**   
stories on 7NEWS, 9 News, and 10 News First.

**142**   
mentions on radio

Our social media channels aim to inform, educate, engage and inspire residents, visitors and businesses within our City.

## Summary of Council's corporate social media following in 2023-24

Our social media channels aim to inform, educate, engage and inspire residents, visitors and businesses within our City.

SOCIAL CHANNEL	FANS AT 30 JUNE 2023	FANS AT 30 JUNE 2024	NUMBER CHANGE	% CHANGE
Facebook	33,292	35,669	2,377	7.1%
Instagram	6,381	7,325	944	14.8%
X (formerly Twitter)	6,277	6,233	-44	-0.7%
LinkedIn	9,857	11,396	1,539	15.61%



# Our Calendar Of Events

## July

**Mini Makers –  
Triangle Park**  
5 July 2023

**NAIDOC Week –  
Jamison Park**  
7 July 2023

**Citizenship  
Ceremony**  
19 July 2023

**Penrith  
Mayors' Cup**  
27 July 2023

## August

**Matildas Live Sites  
– Coachmans  
Park, The Mondo,  
Jamison Park**  
7, 12, 16, 19  
August 2023

**2023 Penrith Local  
Celebration Awards  
Dinner**  
17 August 2023

**Victor Chang  
Cardiac Research  
Institute School  
Science Awards**  
31 August 2023



## September

**Real Festival – Tench Reserve**  
15–17 September 2023

**Citizenship Ceremony**  
17 September 2023

**Harold Corr Oval  
Upgrade Opening**  
18 September 2023

**Mini Makers – Triangle Park**  
27 September 2023

**Penrith Producers  
– Triangle Park**  
29 September 2023



Performance at St Marys Lights up



## October

**NRL Grand Final  
Live Site – The Mondo**  
1 October 2023

**Spooky Cinema –  
Coachmans Park**  
13 October 2023

## November

**Citizenship  
Ceremony**  
8 November 2023

**St Marys  
Showcase –  
Coachmans Park**  
11 November 2023

**Cinema in the Park  
– Coachmans Park**  
18 November 2023

**Walk Against  
Violence  
– Tench Reserve**  
24 November 2023

**Boronia Park  
upgrade –  
renaming  
Pat Yates**  
30 November 2023



Penrith Producers – Triangle Park

## December

**Penrith Producers  
– Triangle Park**  
1 December 2023

**Christmas  
Cinema –  
Coachmans Park**  
16 December 2023



Mayor Todd Carney presiding at a Citizenship Ceremony

# 2023



## January

### Citizenship Ceremony

26 January 2024

### Australia Day celebrations – Ripples Penrith, Ripples St Marys

26 January 2024



Seniors Week Comedy Gala at the Joan

## February

### Citizenship Ceremony

14 February 2024



Violin performance at The Joan



Primary School Leaders Reception with Mayor Todd Carney

## March

### Seniors Week Comedy Gala – The Joan

12 March 2024

### Panthers Premier League Netball Season Launch

13 March 2024

### Lunchtime Tunes – City Park

13 March 2024

### City Park Community Opening

16 March 2024

### Harmony Week Community Leaders Dinner – Civic Centre

21 March 2024

### Culture Fusion – Lang Park

23 March 2024

### Penrith Producers – Tench Reserve

24 March 2024



## April

**Primary School Leaders Reception**  
4 April 2024

**Max Baker Reserve naming ceremony**  
9 April 2024

**Citizenship Ceremony**  
13 April 2024

**Mini Makers – Kokoda Park**  
17 April 2024

**Mini Makers – City Park**  
24 April 2024



Community members enjoying Penrith Producers event

## May

**Garden Games – City Park**  
2–30 May 2024

**Cinema in the Park – City Park**  
4 May 2024

**Citizenship Ceremony**  
8 May 2024

**Secondary School Leaders Reception**  
9 May 2024

**Western Sydney Academy of Sports Meet and Greet**  
17 May 2024

**20-Year Long Serving Staff Recognition Event**  
23 May 2024



Mayoral Charity Fundraiser

## June

**Staff morning tea fundraisers for Penrith Community Kitchen**  
5 and 17 June 2024

**St Marys Lights Up – Queen Street, Coachmans Park**  
15 June 2024

**Mayoral Charity Fundraiser**  
21 June 2024

**Citizenship Ceremony**  
21 June 2024

**Penrith Producers – High Street, Riley Street**  
21 June 2024

# 2024





Penrith City Council Employees laying concrete





# How Did We Go?

# Organisational Indicators

## Variation Between Actual Budget and Planned Budget

Council's budgets are prepared annually and phased into quarters. Although planning can never be completely accurate in an organisation the size and complexity of Council, comparing actual versus planned budgetary spend will indicate how well budgets are being phased and managed.

Council projected a balanced budget in the adoption of the original 2023–24 Operational Plan. Prior to allocations, the year end result at 30 June 2024 is a favourable surplus of \$2.4 million. After a proposed allocation to the Financial Management Reserve of \$2.4 million, to provide Council with the capacity to respond to emerging priorities in 2024–25 onwards, the year-end result is balanced in line with the Budget.

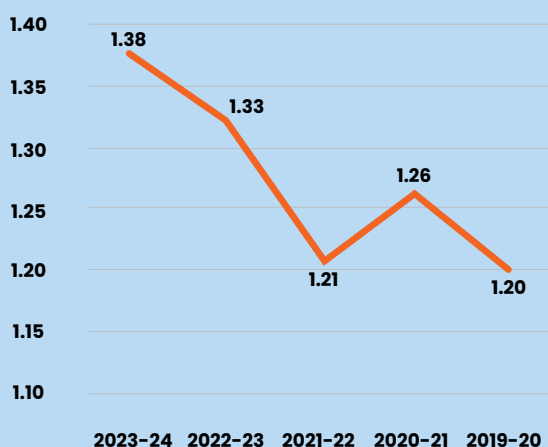
## Cost of Service Delivery Over Time

The cost of service delivery per capita over time will indicate whether Council's operations are becoming more efficient. An increase in cost is not necessarily a problem. There are many reasons why costs may increase, including changing community priorities, increased costs of materials or an improvement in the quality of service being provided. Changes to organisational structure and priorities will impact the cost of service delivery at a division level. However, the cost of service delivery across the organisation should trend downwards overall.

## Annual Business Plan Reviewed Quarterly

We are moving to a new system of quarterly reporting on business plans commencing at the end of the September 2024 reporting period.

Cost of service per capita over 5 years



Based on estimated population of 220,908.



## Employee Leave Levels Meet Organisational Targets

Leave is an essential part of employee wellbeing and can also help indicate engagement levels. Council has targets for annual leave to ensure workloads are planned to allow staff to take reasonable leave. Measuring unplanned leave allows Council to identify possible areas of disengagement.

### ANNUAL LEAVE

**TARGET:** 100% of employees to have less than 8 weeks of accrued annual leave.

**RESULT: 91%** of temporary and permanent staff have less than 8 weeks of accrued annual leave at 30 June 2024.

### UNPLANNED LEAVE

**TARGET:** Employees to have taken less than 9 days of unplanned leave per financial year.

**RESULT: 9 days** per employee

Tracking this indicator also helps identify leave patterns across the organisation.

## Customer Experience Performance Meets Agreed Targets

The implementation of a new cloud-based telephone system has dynamically shaped the way Customer Experience analyses their data and has allowed for new ways to track, record and display the achievements for customer service and satisfaction.

### CALL SERVICE LEVEL

**TARGET:** 80% of calls answered within 2 minutes.

**RESULT: 87.73%** of calls were answered within 2 minutes.

### NUMBER OF CALLS RECEIVED: 148,854

Tracking this indicator also helps identify the customer service levels provided to our customers.

### AFTERCALL SURVEY

**RESULT: 96.11%** was the Satisfaction rating on 3,651 calls surveyed.

Tracking this indicator also helps identify the satisfaction levels of our customers' experience



# Integrated reporting

## The Integrated Planning and Reporting (IP&R) Framework came into practice in 2009.

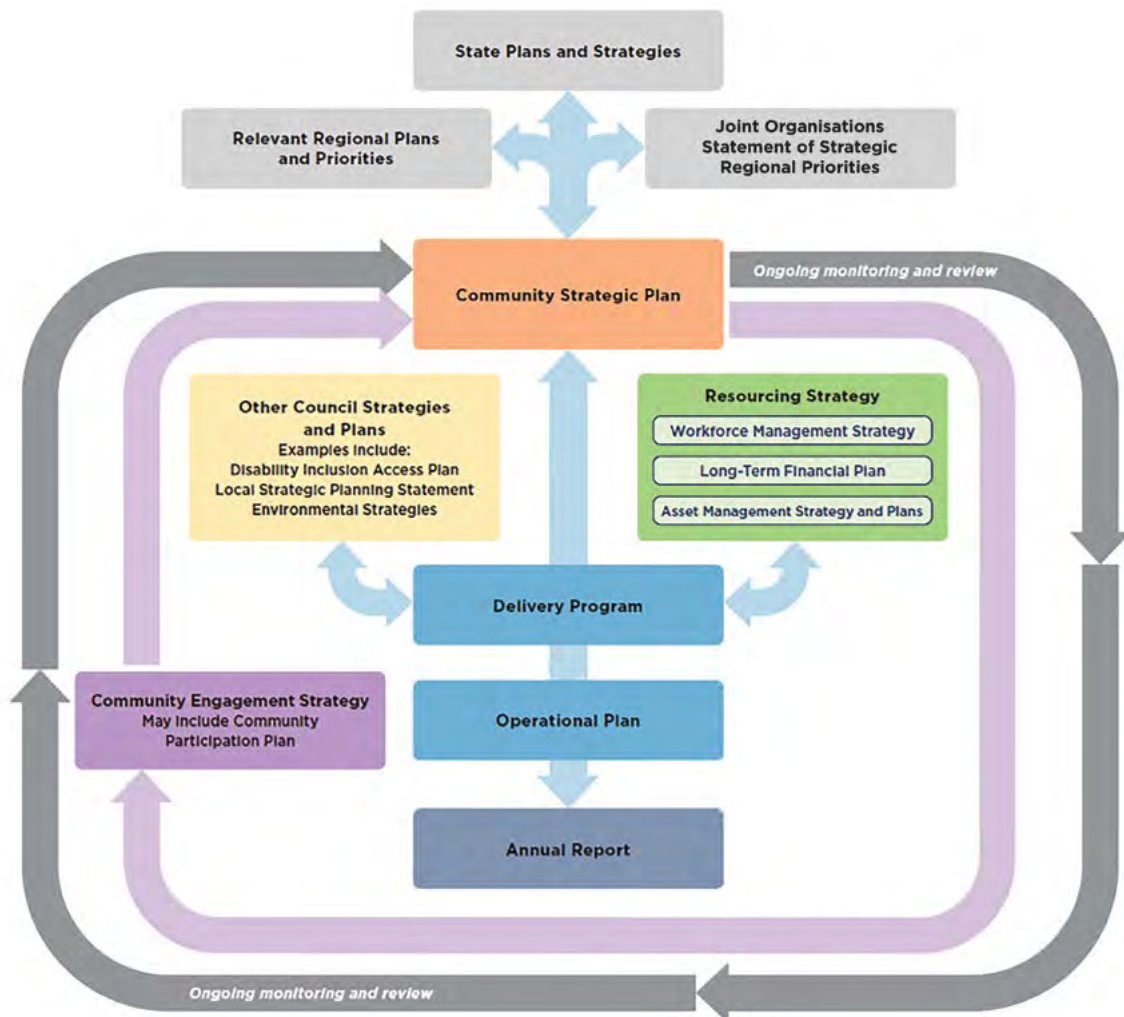
It begins with the community's, not Council's, aspirations for a period of at least 10 years. It includes a suite of integrated plans that set out a vision and goals, as well as strategic actions to achieve them. It involves a reporting structure to communicate progress to Council and the Penrith community and has a structured timeline for review to ensure the goals and actions remain relevant.

## Our Delivery Program 2022–26 and Operational Plan 2023–24 outline our:

- Outcomes
- Key performance indicators
- Principal activities
- Operational Plan Actions.

In this section, we outline our progress against the above criteria.

## The Integrated Planning and Reporting Framework









# Outcome 1

We protect and enhance an ecologically sustainable environment



The Community Strategic Plan identifies the following strategies that help deliver on this outcome.

**Strategy 1.1**

Green the landscape, provide more shade and protect biodiversity

**Strategy 1.2**

Strengthen sustainability and climate resilience

**Strategy 1.3**

Minimise the impacts of waste and pollution



Native flora at Tench Reserve

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



**HOW HAVE WE PROGRESSED**

THE FOLLOWING PERFORMANCE INDICATORS HELPS US TO MEASURE OUR EFFECTIVENESS IN DELIVERING ON THIS OUTCOME.

**Our progress against Outcome 1 key performance indicators as at 30 June 2024.**

PRINCIPAL ACTIVITY	MEASURE	RESULT
1.1.1 Deliver programs that help improve our City's natural environment, including significant native roadside vegetation	• Number of developed programs that help improve our City's natural environment	6
	• Number of programs implemented that help improve our City's natural environment	6
1.1.2 Improve our natural areas, parks, and public spaces	• Number of on-ground outcomes	1
	• Number of on-ground outcomes completed within set timeframes	1
1.2.1 Identify, support, develop and deliver initiatives to respond to a changing climate (including Cooling the City and resilience initiatives)	• Number of climate change initiatives developed	20
	• Number of climate change initiatives implemented	12
	• Total emissions produced (tonnes of carbon dioxide equivalent)	8,049 tonnes

PRINCIPAL ACTIVITY	MEASURE	RESULT
<b>1.2.2</b> Help our residents and businesses understand how they can increase resource recovery, reduce waste, and reduce carbon footprint	• Number of programs developed for resident and businesses (resource recovery; reduce waste; reduce carbon footprint)	10
	• Number of programs implemented for residents and businesses (resource recovery; reduce waste; reduce carbon footprint)	14
	• Number of program participants for residents and businesses	8,757
	• Number of downloads of the Waste Champion app since inception	60,040
<b>1.2.3</b> Manage the risk to and impact on life and property from the existing and potential future use of the floodplain	• Number of flood studies completed	1
	• Number of flood risk management plans completed	0
	• Percentage of properties on the floodplain covered by an adopted catchment-based Flood Risk Management Plan	59%
<b>1.2.4</b> Provide advice on floodplain and stormwater management	• Percentage of accurate and timely advice provided on floodplain and stormwater management requests within agreed service levels	100%
<b>1.3.1</b> Collaboratively manage illegal dumping across Western Sydney (RID Squad)	• Percentage of matters are investigated in the RID Online Case Management Database	100%
	• Percentage of adherence to EPA Service Level Agreement	100%
<b>1.3.2</b> Manage resource recovery and waste collection services	• Number of customer cases received relating to resource recovery and waste collection services	117,660
	• Percentage of customer cases received relating to resource recovery and waste collection services responded to within agreed service levels	93.4%
<b>1.3.3</b> Guide landholders towards sustainable on-site management of sewage and wastewater to protect and enhance the quality of public health and the environment within the City	• Number of approval renewals issued prior to expiry	1,471
	• Number of new installation applications assessed, and determinations issued within 15 working days	141





## Our progress against our 2023–24 Operational Plan Actions for Outcome 1.

ACTION	RESULT
1.1.1a In 2023–24, we will deliver programmed Water Management Projects.	Complete
1.1.1b In 2023–24, we will assess Tree Vegetation Permit Applications.	Complete
1.1.2a In 2023–24, we will complete programmed bush regeneration projects for the year.	Complete
1.1.2b In 2023–24, we will deliver programmed externally funded grant projects.	Complete
1.1.2c In 2023–24, we will manage the propagation and procurement of plants and trees for use in Council's parks and public spaces.	Complete
1.2.1a In 2023–24, we will deliver, facilitate and support Cooling the City initiatives programmed for the year.	Complete
1.2.1b In 2023–24, we will implement, monitor, and report on actions in the Resilient Penrith Actions Plan including: <ul style="list-style-type: none"> <li>• emergency preparedness</li> <li>• urban food program</li> <li>• energy efficiency</li> <li>• net zero emissions pathway.</li> </ul>	Complete
1.2.1c In 2023–24, we will implement Circular Economy Roadmap Initiatives.	Complete
1.2.2a In 2023–24, we will increase waste and recycling stream options available to residents to increase diversion rate from landfill.	Complete
1.2.2b In 2023–24, we will investigate options for residual household waste processing and disposal alternatives to landfill to improve resource recovery.	Complete
1.2.2c In 2023–24, we will review Council's waste disposal practice and all communications to improve consistency within Council managed resource recovery streams.	Complete
1.2.2d In 2023–24, we will contribute to and support Council's teams to identify opportunities to help meet corporate sustainability goals.	Complete
1.2.3a In 2023–24 we will continue to deliver on Council's Floodplain Management Program, by progressing: <ul style="list-style-type: none"> <li>• Emu Plains Flood Risk Management Study and Plan</li> <li>• Peach Tree and Lower Surveyors Creek Catchment</li> <li>• Flood Risk Management Study and Plan</li> <li>• Rickabys Creek Catchment Flood Study</li> <li>• Upper Byrnes Creek Catchment Flood Study</li> <li>• Blackwell Creek Catchment Flood Study</li> <li>• St Marys Levee Investigations</li> <li>• Doonmore Street Detention Basin Investigations</li> <li>• Oxley Park Levee Investigations</li> <li>• Chapman Gardens Detention Basin Investigations</li> <li>• Byrnes Creek Catchment Flood Mitigations Investigation.</li> </ul>	Complete
1.2.4a In 2023–24 we will administer Council's Floodplain Management Committee and Floodplain Management Working Party.	Complete
1.2.4b In 2023–24, we will provide timely and accurate strategic and technical advice to planning and development related matters.	Complete

ACTION		RESULT
1.3.1a	In 2023–24, we will investigate all matters in the RID online Case Management Database.	Complete
1.3.2a	In 2023–24, we will offer sustainable resource recovery service options to the community and commercial sector.	Complete
1.3.3a	In 2023–24, we will assess renewal applications.	Complete
1.3.3b	In 2023–24, we will assess new installation applications.	Complete

## Case Study

### Recycled Coffee Cups in Road Base

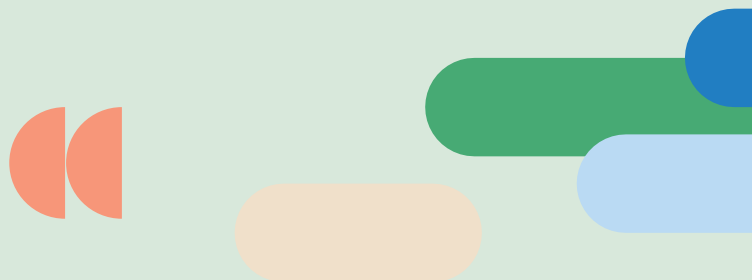
### A Circular Economy Story



Penrith City Council resurfacing local roads

**To reduce single-use coffee cup waste, Penrith City Council partnered with State Asphalts NSW, University of NSW and Closed Loop to explore innovative solutions for this waste stream.**

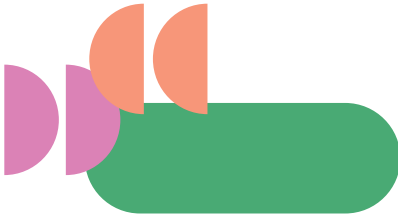
In February 2023, Council resurfaced 740 metres of local roads with PAK-PAVE asphalt road base as part of an Australian first pilot project. The mix contains 50% recycled materials, including fibres derived from 136,000 single-use coffee cups sourced from 11 local Simply Cup collection points. The resurfaced road delivers significant cost savings, uses reduced raw materials in construction, improves braking efficiency for users, and improves the durability and longevity of the road. The project received the Circular Economy award at the 2023 Sustainable City Awards.





## ACHIEVEMENTS

- Council continued to improve our City’s natural environment by delivering on the following programs during 2023-24:
  - On-site Sewage Management System Program (1,471 approvals and renewals issued)
  - Environmental Health Development Referral Assessment (1,042 in total)
  - Vegetation permit assessment applications
  - Water Health Programs
  - Complaint and incident response
  - Stormwater and biodiversity improvements (Biodiversity, Water Sensitive Urban Design, Stormwater Improvement, Education and Advocacy).
- We continued to maintain over 44 hectares across 58 bushland sites throughout the year. Partnering with 2,540 volunteers we planted 6,246 native plants as part of our bush regeneration program.
- Council continued to deliver on cooling the city and resilience initiatives identified in and/or aligned to the Resilient Penrith Action Plan throughout 2023-24. These included:
  - engaging with the community and community service organisations through the Emergency Ready and Flood Recovery Programs to build community capacity and preparedness for emergencies and enhance community connections to increase resilience
  - contributing to regional programs to address urban heat including the development of the Heat Smart City Plan, and educating the community on strategies to beat the heat and cool the city
  - embedding the Adopt-A-Tree Program, assisting residents to plant trees on their private property to increase canopy cover and cooling
  - delivering on the Circular Economy Roadmap have also been implemented to increase resource recovery in the community and embed circular practices, achieving environmental and social benefits.
- Council continued to support and provide a variety of waste and resource recovery services to its community. Aside from the bin collection services and bulky waste collections, other drop off event and services continue to be well utilised.
- Council staff continued to identify properties where residents are using the FOGO and Recycling bins incorrectly and provided them with personalised feedback to assist the householders to use the bin system correctly.
- RecycleSmart were awarded the contract to continue providing door step collection of soft plastics, textiles and other difficult-to-recycle items in February 2024.
- In 2023-24, RecycleSmart services provided an ‘opt-in’ doorstep collection of additional recyclable items for resource recovery including soft plastics, clothing and textiles. 11,958 shopping bags (17,285kg) of these items were recovered from approximately 5,706 households with the highest participation occurring in Glenmore Park.
- Over 200 applications have been approved under the ‘Supporting Sustainable Choices’ rebate program launched in late October 2023, providing Penrith residents with nearly \$20,000 in financial savings for purchasing a range of reusable consumer products promoting reuse and waste avoidance.
- Waste & Resource Recovery education activities were positioned at 12 events, with further social media advertising and push button notifications via Penrith Waste Champion App engaged online audiences.
- Council has continued its commitment to sound floodplain management practices to manage the risk to life and property on the floodplain with four flood studies and three floodplain risk management studies in progress.
- We have continued to host the operations of the Western Sydney RID Squad on behalf of the other member Councils. During 2023-24, the RID Squad investigated 2,829 matters which was an increase of 1.1% when compared to the previous year. The total tonnage of waste was 35,610.23 tonnes. Also, during this period, 64 Penalty Infringement Notices were issued, along with 28 Official Cautions and 1 Clean-Up Notice.



Case Study

Food Organics Garden Organics in Multi-Unit Dwellings



Penrith City Council employees rolling out Food Organics and Garden Organics (FOGO) program

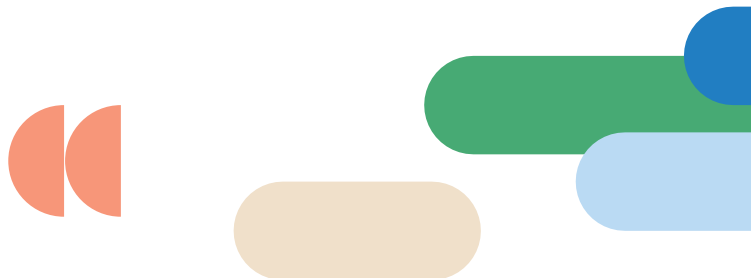
**Penrith City Council is rolling out the Food Organics and Garden Organics (FOGO) service to all Multi-Unit Dwellings (MUDs) in the LGA. From June to December 2023 Council trialed the introduction of FOGO in 160 MUD complexes across the LGA trialling different communication and engagement methods.**

All engagement types resulted in positive resident behaviour, with good participation levels and low contamination of the FOGO bins.

Following the trial's success, the service is being expanded to include all MUDs across the LGA. The project will see 14,000 households across nearly 900 unit complexes having access to this service providing them with the opportunity to divert their organic waste from landfill and reduce their environmental impact while improving the local community green spaces. The inclusion of FOGO in MUDs suite of waste services helps provide equity across the LGA bringing all residents onto the same 3 bin service.

CHALLENGES

- Council has seen an increase in the number of environmental and public health complaints received with the flexibility for people across the LGA to work from home. Also, the complexity of referrals and legal matters has increased.
- Expanding the FOGO in Multi-Unit Dwellings (MUD) program to all unit complexes and providing continued monitoring and feedback to households participating will require increased programming to ensure coverage of all complexes with existing resources, and it's imperative to ensure contamination of the FOGO bins remains low.
- Ensuring we keep abreast of changes in State floodplain management framework and policies and implementing the Hawkesbury-Nepean River Flood Study 2024 released in June 2024.





# Outcome 2

We are welcoming, healthy, happy

creative and connected



The Community Strategic Plan identifies the following strategies that help deliver on this outcome.

### Strategy 2.1

Build and support community resilience to adapt to changing circumstances

### Strategy 2.2

Enhance community wellbeing, safety, and neighbourhood amenity

### Strategy 2.3

Plan for, deliver and improve community services

### Strategy 2.4

Support and provide opportunities to participate in activities and events that celebrate our diversity, culture, and creativity

### Strategy 2.5

Respect, engage and celebrate our diverse Aboriginal and Torres Strait Islander community, their rich heritage and continuing culture



A member of the community at a Village Cafe event

## UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



## HOW HAVE WE PROGRESSED

THE FOLLOWING PERFORMANCE INDICATORS HELPS US TO MEASURE OUR EFFECTIVENESS IN DELIVERING ON THIS OUTCOME.

### Our progress against Outcome 2 key performance indicators as at 30 June 2024.

PRINCIPAL ACTIVITY	MEASURE	RESULT
2.1.1 Work with local communities to identify priority issues in their area and build local resilience	Percentage of community satisfaction levels with Village Cafe programs	90%
	Number of Village Cafe programs planned	43
	Number of Village cafe programs delivered	43
	Program participants	590
2.1.2 Develop effective strategies that respond to the impacts of growth, redevelopment and change in our community	Number of programs on the impacts of growth, redevelopment and change in our community developed	12
	Number of participants in programs on the impacts of growth, redevelopment and change in our community	2,470

PRINCIPAL ACTIVITY		MEASURE	RESULT
2.1.3	Engage with our community on resource efficiency and to improve resilience	• Number of programs on resource efficiency and resilience delivered	16
		• Number of participants at programs on resource efficiency and resilience	998
		• Number of digital interactions on resource efficiency and resilience	128
2.2.1	Work in partnership to support the revitalisation of the Penrith, St Marys and Kingswood centres	• Number of partnership agreements that support revitalisation of the Penrith, St Marys, and Kingswood centres	4
		• Number of revitalisation activities and programs programmed	38
		• Number of revitalisation activities and programs completed	38
2.2.2	Work with government and community organisations to address local issues and improve the capacity and social wellbeing of the community	• Number of community sector training and development sessions delivered	11
		• Numbers of participants at community sector training and development programs	441
		• Community satisfaction level with sessions on community sector training and development	80%
2.2.3	Work with partners to develop and integrate strategies that strengthen our community	• Number of strategies developed to strengthen our community	6
		• Number of unique partners involved in developed strategies to strengthen our community	37
		• Community satisfaction levels with strategies developed to strengthen our community	75%
2.2.4	Work with community and partners to foster a safe and welcoming city	• Our community satisfaction levels on our city being safe and welcoming	70%
2.2.5	Help promote responsible pet ownership	• Number of Companion Animals Act educational initiatives delivered	17
		• Number of participants at Animals Act educational initiatives	754
		• Number of Investigations/inspections relating to companion animals completed within the agreed service levels	2,746
2.2.6	Provide advice and help protect and improve the health of our community	• Percentage of businesses achieving a Scores on Doors rating (Target >90%)	81%
2.2.7	Ensure buildings constructed are safe and healthy	• Number of building construction complaints made	38
		• Number of building construction complaints responded to within agreed timeframe	38
		• Number of building construction audits completed	0



PRINCIPAL ACTIVITY	MEASURE	RESULT
<b>2.2.8</b> Deliver Health, Fitness and Aquatic services to support social, health and wellbeing in the community.	• Member satisfaction level with facilities and services provided	63%
	• Number of visitations	427,252
	• Number of memberships	4,181
<b>2.3.1</b> Deliver library services that support a vibrant, connected community	• Number of programs delivered	628
	• Number of participants at programs	16,329
	• Number of Library interactions	493,498
<b>2.3.2</b> Deliver high quality children's services	• Childcare centres occupancy rates	99%
	• Percentage of childcare centres that are equal to or exceed the National Quality Standards (NQS)	100%
<b>2.3.3</b> Provision of cemeteries to assist in meeting community needs	• Our community satisfaction levels with Council's cemeteries	100%
<b>2.4.1</b> Conduct and support events that include all members of our community	• Number of community events held	10
	• Number of participants at community events held	100,480
<b>2.4.2</b> Support and implement initiatives which contribute to culture and creativity across our City	• Number of initiatives delivered that contribute to culture and creativity	50
	• Community satisfaction with initiatives that contribute to culture and creativity	95%
<b>2.5.1</b> Develop strategic partnerships with Aboriginal communities and community service providers to harness collective resources and respond to community needs	• Number of partnerships developed with Aboriginal communities and community service providers	33
	• Number of partnerships implemented with Aboriginal communities and community service providers	33

### Our progress against our 2023–24 Operational Plan Actions for Outcome 2.

ACTION	RESULT
<b>2.1.1a</b> In 2023–24, we will deliver the annual Village Café program and consider options to expand.	Complete
<b>2.1.1b</b> In 2023–24, we will deliver identified actions in the Disability Inclusion Action Plan.	Complete
<b>2.1.2a</b> In 2023–24, develop strategy and policy that responds to the impact of growth and new opportunities including: <ul style="list-style-type: none"> <li>• Culture Strategy and Action Plan</li> <li>• Community Services Tenancy Policy</li> <li>• Community Funding Policy</li> <li>• Community and Cultural Facilities Strategy</li> <li>• Reflect Reconciliation Action Plan.</li> </ul>	Ongoing

ACTION	RESULT
<b>2.1.3a</b> In 2023–24, we will engage with the community on resilience and sustainability through: <ul style="list-style-type: none"> <li>• social media campaigns</li> <li>• workshops</li> <li>• events and community programs.</li> </ul>	Complete
<b>2.2.1a</b> In 2023–24, we will develop and implement strategic place making activations that support the revitalisation of Penrith, St Marys and Kingswood town centres.	Complete
<b>2.2.1b</b> In 2023–24, we will develop a City Park Activation Plan.	Complete
<b>2.2.2a</b> In 2023–24, we will develop and deliver an annual Community Sector Training and Development program.	Complete
<b>2.2.3a</b> In 2023–24, we will develop and deliver endorsed actions identified in Community Action Planning	Complete
<b>2.2.3b</b> In 2023–24, we will work in partnership to deliver actions identified in the Resilient Penrith Action Plan.	Complete
<b>2.2.4a</b> In 2023–24, we will develop a Community Safety Plan.	Complete
<b>2.2.4b</b> In 2023–24, we will provide support to emergency services to prepare for and respond to emergencies.	Complete
<b>2.2.5a</b> In 2023–24 we will deliver educational programs around responsible pet ownership.	Complete
<b>2.2.6a</b> In 2023–24, we will deliver the annual water health monitoring and sampling program.	Complete
<b>2.2.6b</b> In 2023–24, we will deliver the annual program of Food Safety investigations.	Complete
<b>2.2.6c</b> In 2023–24, we will deliver the annual Skin Penetration Safety Program.	Complete
<b>2.2.6d</b> In 2023–24, we will deliver the annual Public Swimming Pool & Splashpark Safety Program.	Complete
<b>2.2.6e</b> In 2023–24 we will deliver the annual Regulated System Program (Legionella Safety).	Complete
<b>2.2.6f</b> In 2023–24, we will participate in the annual NSW Health Arbovirus Surveillance Program.	Complete
<b>2.2.7a</b> In 2023–24, we will continue to undertake safety audits and respond to fire safety complaints in a timely manner.	Complete
<b>2.2.8a</b> In 2023–24, we will develop a Masterplan to ensure Penrith can meet the future demand on leisure and wellness facilities across the LGA.	Off Track
<b>2.2.8b</b> In 2023–24, we will deliver programs for the community to increase participation in Leisure and Wellness activities.	Complete
<b>2.3.1a</b> In 2023–24, we will focus on further developing and expanding online collections.	Complete
<b>2.3.1b</b> In 2023–24, we will review fees on library resources and equipment usage.	Complete
<b>2.3.1c</b> In 2023–24, we will monitor, maintain, and upgrade library infrastructure, and action areas requiring additional investment.	Complete

ACTION	RESULT
<b>2.3.1d</b> In 2023–24, we will actively pursue opportunities for Penrith City Library to better link with local, regional, state, and national writing and literary event programs.	Complete
<b>2.3.1e</b> In 2023–24, we will increase focus on joint programming with Penrith’s major cultural facilities and services.	Complete
<b>2.3.2a</b> In 2023–24, we will deliver programmed building and playground upgrades.	Complete
<b>2.3.3a</b> In 2023–24, we will review, upgrade, and implement the Cemeteries Policy.	Complete
<b>2.4.1a</b> In 2023–24, we will develop a Nighttime Economy Strategy.	Ongoing
<b>2.4.1b</b> In 2023–24, we will deliver the annual Real Festival in accordance with the Real Festival Strategy and 10-year Action Plan.	Complete
<b>2.4.1c</b> In 2023–24, we will deliver an annual calendar of civic and ceremonial events.	Complete
<b>2.4.2a</b> In 2023–24 we will develop a Cultural Strategy and Action Plan.	Complete
<b>2.5.1a</b> In 2023–24, we will develop a Reflect Reconciliation Action Plan.	Ongoing



## ACHIEVEMENTS

- Council continued to engage with local communities to identify priority issues and opportunities in the areas of community safety, cultural outcomes, nighttime activities, access and inclusion, first nations perspectives and the neighbourhood of Cranebrook. A Community Leaders dinner, attended by approximately 80 people from our multicultural community, was held in March. This gave opportunity for local leaders to meet with elected representatives to share the needs and aspirations of their communities as together we work for a welcoming community.
- Community feedback through our engagements has been used to inform the development of the Acknowledgment of Country Policy endorsed May 2024 and the Cultural Strategy endorsed February 2024.
- Council's One Community, Many Abilities social marketing campaign was borne out of rigorous feedback from people with lived experience of disability in Penrith, with the social media attached to the campaign achieving 1.5 million views.
- We have continued to prepare strategies and plans that respond to growth and change including the preparation of the Cultural Strategy and Action Plan and Multicultural Action Plan, both now endorsed, and ongoing work on the draft Community and Cultural Facilities Strategy and 24-Hour Economy Strategy. A draft Community Funding Program was also prepared and endorsed for public exhibition.
- Council continues to develop and deliver programs under the Resilient Penrith Action Plan. Teams from across Council collaborated to support an extension of the Village Cafe in Wallacia Caravan Park to connect directly with Council and a range of health and community services.
- Council worked in collaboration with various stakeholders to deliver outreach activities to Londonderry which has also been impacted by floods. This project involved delivering local events promoting local emergency services, and the production of Londonderry Ready, a bespoke emergency preparedness resource.
- Our 'Sector Connect' Community Sector Development Program was adapted to include a resilience focussed event which supported leaders of local community organisations to better understand their role and business continuity planning in the context of natural disasters.
- Council has endorsed the St Marys Place Plan and the high-level Concept Plan for Central Park. External engagement occurred on both projects with 540 residents, students, and business owners participating in various opportunities to inform this work.
- Council has delivered a significant program of activations in partnership with the City Centre Corporations. This has included the Easter activations and the annual Spring Festival in partnership with the St Marys Town Centre Corporation and Property Owners Night with the Penrith CBD Corporation, several Penrith Producers and Mini Makers activations, a community open day for City Park and the major St Marys Lights Up activation.
- We continued to work with government and community organisations throughout 2023-24 to address local issues and improve the capacity and social wellbeing of the community. Council hosted meetings and workshops with community organisations such as Penrith Homelessness Interagency, Penrith Youth Interagency and the Nepean Domestic Violence Network.
- Council has continued to engage with key partners around strengthening development and implementing strategies that respond to the needs of our community. This includes the Nepean Police Area Command, local schools, religious organisations, businesses and community groups in the preparation of a range of plans that seek to strengthen our community through collaboration.
- Council endorsed a Community Safety Plan 2023-27 in December 2023. The Plan outlines key community safety priorities and actions for the four-year period and has been developed following community and stakeholder engagement and analysis of local crime data and trends.
- Our Ranger and Animal Services Team continued to promote responsible pet ownership across the community. Rangers engaged with the community at shopping centres, community events like the Real festival, community fun day, and pre-organised industry gatherings like Dogs in the Park and Dogs on Show. Additionally, Council Rangers frequently patrolled off leash dog parks and other open spaces to encourage voluntary compliance with Companion Animal Legislation as part of Operation TAG, WAG & BAG.

- Council carried out inspections at:
  - 964 primary food businesses, along with 429 reinspections. 477 food businesses rated 5 star, 199 rated 4 star and 104 rated 3 star. This equates to 81% of local food businesses receiving a rating certificate. 131 businesses did not qualify or were not eligible for a rating (bar only) with a further 58 inspections confirming that the business had closed or changed proprietors
  - 126 primary skin penetration businesses and 19 reinspections were completed
  - 28 primary swimming pool and splash park businesses with 6 reinspections carried out
  - 59 regulated systems with 2 regulated reinspected.
- We continued to provide learn to swim lessons, fitness classes, health services, and engagement programs at our aquatic and leisure facilities. The proactive management of facility closures and strategic planning for the upcoming Masterplan for the Aquatic and Leisure facilities highlight our commitment to continuous improvement and service excellence.
- During 2023–24, 321,800 people visited our three library branches, 493,498 items were borrowed and 16,329 people attended one of our many programs.
- Council commenced the implementation of our 5-year Library Service Strategy which included:
  - reviewing our fees and charges which included running a free reservation trial
  - fine tuning designs for a new service desk at Penrith library
  - partnering with organisations and entities to deliver a wider variety of programs
  - organising talks with prominent authors as well as running writing workshops to increase the opportunity for community members to attend and engage with writing and literary events
  - expanding our online collections to include new eBook, eAudiobook and music streaming services for all our members to enjoy for free
  - improved our facilities by upgrading furniture and fittings at Penrith and St Clair branches and introducing a study zone at Penrith library to provide a dedicated quiet space for the students and customers.
- Council's Long Day Care utilisation rates ended the year at 98% which is 7% higher than the targeted Year to Date budget of 91%. Our preschool program has also continued strongly ending the year at 100% utilisation rate against the Year to Date budgeted target. The State Government has continued to fund two days of affordable preschool during this time.
- Children's Services have recently employed a Speech Therapist and are working to secure an Occupational Therapist to support families with specialised therapy services.
- Council had eight Children's services assessed under the National Quality Standards Assessment and Rating process. We have received excellent results with six services meeting the national quality standards with exceeding themes.
- Our Cemetery services continue to meet community expectations. Regular maintenance cycles continue to be maintained across all five cemeteries under Council management, these include two heritage cemeteries at Castlereagh and St Stephens.
- Council appointed a consultant to review and update its Penrith Cemeteries Strategy 2017. The review aims to provide a sound and sustainable basis for the delivery of cemetery services, including the care of the cemeteries into perpetuity. The review of the strategy will lay the foundations for cemetery works and activities and will also seek to ensure that Council Cemeteries fully comply with all conditions under the State Government CCNSW Interment Industry Scheme.
- Supporting all members of our community to participate in community events continues to be a significant focus of Council's events team over the past 12 months. Council commenced the use of its Inclusion Statement for community events which was developed by a person with disability and supports an access and inclusion focus for planning and delivery.
- Council continued to provide activities and initiatives which gave residents opportunity to participate, contribute to and observe culture and creativity across our City (refer to Our Calendar of Events in this document for details). Council also endorsed the Cultural Strategy and Action plan, that prioritises actions for the next four years that fosters arts, culture and creative participation.
- We continued to develop and build partnerships with local Aboriginal communities and community service providers. We facilitated a number of Aboriginal Community Controlled Organisation and key First Nations stakeholder gatherings.

## CHALLENGES

- There has been a significant increase in Animal Services matters over the last 12 months and the complexity of the matters investigated. The current economic conditions have also seen an increase in the number of animals impounded to the Hawkesbury Companion Animal Shelter. Other changes in legislation and changes in shelter practices have led to extended timeframes for rehoming of animals. This has led to capacity issues at the shelter. Council is currently reviewing the options for Companion Animal Shelter Services.
- Local food businesses have reported difficulty finding and keeping staff which in turn has resulted in some businesses not being operated to their normal standard of cleanliness and hygiene.
- The current cost and supply issues with labour and building materials has direct impacts on the construction industry hence the number and timing of Certification applications, inspections and certificates, with many amendments and DA modifications resulting during these processes. The introduction of more stringent legislation has also increased certification considerations with the increased scrutiny ultimately improving building quality and safety for building occupants, particularly for those living in residential flat buildings.



Child enjoying opening of City Park, Penrith



# Outcome 3

We plan and shape our growing City



The Community Strategic Plan identifies the following strategies that help deliver on this outcome.

### Strategy 3.1

Grow and support a thriving local economy

### Strategy 3.2

Undertake strategic planning that will ensure balanced growth and liveability

### Strategy 3.3

Work with partners to develop plans that support the needs and interests of our community



Penrith Train Station

## UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



## HOW HAVE WE PROGRESSED

THE FOLLOWING PERFORMANCE INDICATORS HELPS US TO MEASURE OUR EFFECTIVENESS IN DELIVERING ON THIS OUTCOME.

### Our progress against Outcome 3 key performance indicators as at 30 June 2024.

PRINCIPAL ACTIVITY	MEASURE	RESULT
3.1.1 Enhance and grow Penrith's economic triangle	• Number of actions from the Economic Development Strategy 2023-2031 implemented	6
	• Unemployment rates (economic triangle)	3.49%
	• Number of investment leads generated	8
3.1.2 Facilitate and pursue investment leads based on industry sector research	• Number of marketing campaigns delivered	11
	• Number of digital marketing interactions	1,709,571
3.1.3 Promote Penrith as a place to live, visit and work in through city marketing and economic development initiatives	• Number of visitors	Approximately 1.64 million visitors per year.
3.1.4 Facilitate opportunities to increase visitation to Penrith	• Number of programs to increase visitation delivered	10
	• Number of participants at programs to increase visitation	930

PRINCIPAL ACTIVITY		MEASURE	RESULT
<b>3.1.5</b>	Create opportunities to enable cultural and economic international relationships for our existing and future community	<ul style="list-style-type: none"> <li>Number of partnerships and programs delivered to enable cultural and economic international relationships</li> </ul>	22
<b>3.2.1</b>	Ensure our strategic framework and vision are contemporary and inform our land use planning and advocacy	<ul style="list-style-type: none"> <li>Number of strategies in progress</li> <li>Number of strategies that are on track or completed</li> </ul>	2 2
<b>3.2.2</b>	Facilitate appropriate land use outcomes for our City that are consistent with our local strategic planning statement	<ul style="list-style-type: none"> <li>Number of Planning proposals progressing</li> <li>Number of planning proposals that are completed</li> </ul>	6 5
<b>3.2.3</b>	Influence state planning policies and legislation to ensure it responds to our land use vision and the needs of our community	<ul style="list-style-type: none"> <li>Number of submissions to the Department of Planning, Housing and Infrastructure</li> </ul>	16
<b>3.2.4</b>	Ensure services, facilities and infrastructure meet the needs of a growing population through the Contributions Framework	<ul style="list-style-type: none"> <li>VPA's progressing within set timelines</li> <li>Number of VPA's progressing on track or completed</li> <li>Number of contribution plans progressing</li> <li>Number of contribution plans progressing on track or completed</li> </ul>	17 2 6 6
<b>3.2.5</b>	Provide advice and maintain a contemporary planning framework of land use and statutory plans	<ul style="list-style-type: none"> <li>Number of plans reviewed</li> <li>Number of plans finalised</li> <li>Number of planning certificates Issued</li> </ul>	8 1 6,543
<b>3.2.6</b>	Facilitate and plan for housing diversity and liveability	<ul style="list-style-type: none"> <li>Number of plans considered for residential development</li> </ul>	5
<b>3.2.7</b>	Guide sustainable quality development outcomes for the community through expert advice, transparent, efficient assessment, policy input and continuous improvement.	<ul style="list-style-type: none"> <li>Number of Single Dwelling Development Applications received</li> <li>Number of Dual Occupancy &amp; Secondary Development Applications received</li> <li>Number of Multi Unit Development Applications received</li> <li>Number of Mixed/Use Development Applications received</li> <li>Average number of days for minor Development Application processing time</li> </ul>	136 83 18 2 68
<b>3.2.8</b>	Help minimise impacts on the environment from unauthorised activities	<ul style="list-style-type: none"> <li>Number of complaints responded to within service levels</li> <li>Average number of compliance matters closed per month</li> </ul>	1,068 1,143

PRINCIPAL ACTIVITY		MEASURE	RESULT
3.2.9	Ensure privately owned swimming pools are safe and healthy	• Number of complaints responded to within service levels	430
		• Number of inspections carried out	763
3.3.1	Support and influence tri-government strategic planning in the Western Parkland City by responding to the City Deal commitments	• Percentage of activities progressing as on track or completed	100%
3.3.2	Work with government to develop strategic plans for priority precincts within the Greater Penrith to Eastern Creek Growth Area	• Stage 1 of Places of Penrith strategy progress as a percentage	80%
3.3.3	Support the work of the Australian and NSW Governments in delivering Sydney Metro—Western Sydney Airport in time for the opening of the Western Sydney Airport	• Percentage of activities progressing as on track or completed	100%
		• Percentage of project actions attributed to Council delivered	100%
3.3.4	Certify future public assets being delivered as part of development	• Number of public assets inspections carried out	73
		• Number of certifications of future public assets carried out as part of a development	36

### Our progress against our 2023–24 Operational Plan Actions for Outcome 3.

ACTION		RESULT
3.1.1a	In 2023–24, we will deliver identified actions in the Economic Development Strategy 2023–31.	Complete
3.1.1b	In 2023–24, we will deliver identified actions in the City Marketing Plan.	Complete
3.1.2a	In 2023–24, we will update the City Investment Prospectus and the tools associated with it.	Ongoing
3.1.2b	In 2023–24, we will participate in the CSIRO GenSTEM Partnership.	Complete
3.1.3a	In 2023–24, we will implement the 2022–32 Brand Marketing Strategy.	Complete
3.1.3b	In 2023–24, we will implement the Thrive Penrith Strategic Framework.	Complete
3.1.4a	In 2023–24, we will deliver identified actions of the Visitor Economy Strategy 2023–30.	Complete
3.1.4b	In 2023–24, we will update and distribute the Visitor Guide.	Complete



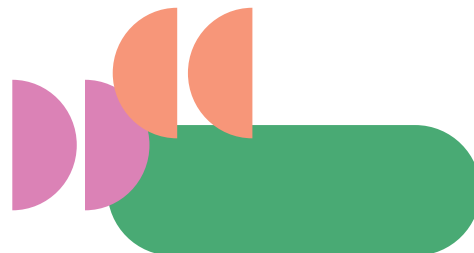
ACTION	RESULT
<b>3.1.5a</b> In 2023–24, we will deliver identified annual actions of Council’s International Partnerships Program.	Complete
<b>3.2.1a</b> In 2023–24, we will review and refine the Advocacy Strategy.	Complete
<b>3.2.1b</b> In 2023–24, we will develop a Master Plan for St Marys.	Ongoing
<b>3.2.1c</b> In 2023–24, we will develop a planning analysis report for Penrith City Centre.	Ongoing
<b>3.2.2a</b> In 2023–24, we will assess and progress planning proposals.	Complete
<b>3.2.3a</b> In 2023–24, we will contribute to the Development Control Plan (DCP) and the precinct plans for Aerotropolis.	Complete
<b>3.2.4a</b> In 2023–24, we will develop contribution plans for provision of local infrastructure.	Complete
<b>3.2.4b</b> In 2023–24, we will develop and finalise Voluntary Planning Agreements (VPA) to deliver local infrastructure.	Complete
<b>3.2.5a</b> In 2023–24, we will review Penrith LEP 2010.	Ongoing
<b>3.2.5b</b> In 2023–24, we will review the Penrith DCP 2014.	Ongoing
<b>3.2.6a</b> In 2023–24, we will assist with the implementation of the Western Sydney Planning Partnership (WSPP) District Affordable Housing Strategy.	Ongoing
<b>3.2.7a</b> In 2023–24, we will provide timely assessment of Development Applications (DAs).	Complete
<b>3.2.8a</b> In 2023–24, we will conduct inspections of construction sites and developments.	Complete
<b>3.2.9a</b> In 2023–24, we will develop and implement a program to educate and inform the public about private swimming pools.	Complete
<b>3.2.9b</b> In 2023–24, we will carry out proactive inspections of residential premises containing swimming pools.	Complete
<b>3.3.1a</b> In 2023–24, we will continue to work with government stakeholders through collaborative partnership arrangements.	Complete
<b>3.3.1b</b> In 2023–24, we will contribute to the development of planning strategies for the Western Parkland City.	Complete
<b>3.3.2a</b> In 2023–24, we will finalise the draft Places of Penrith Strategy Stage 1: <ul style="list-style-type: none"> <li>• Employment Lands</li> <li>• Green Grid</li> <li>• Revised Local Housing and Corridors.</li> </ul>	Ongoing
<b>3.3.3a</b> In 2023–24, we will facilitate implementation of Interface Agreement with Sydney Metro.	Ongoing
<b>3.3.4a</b> In 2023–24, we will continue to work with developers to ensure the approval and certification of public civil assets.	Complete

## ACHIEVEMENTS

- We partnered with government and businesses to deliver industry engagement workshops and programs across multiple industry sectors including Health and Education, Manufacturing, Circular Economy, and Visitor Economy. Council facilitated a series of workshops with key stakeholders in the Quarter Health and Education Precinct to build a shared vision, Charter and Terms of Reference.
- Council endorsed in December 2023, the Penrith Economic Development Strategy 2023-2031 and the Penrith Visitor Economy Strategy 2023-30 to guide the actions of Council and its partners to grow the local economy, create 23,000 additional jobs by 2031, and strengthen Penrith's visitor economy.
- Council launched the Love Summer, Love Penrith visitor marketing campaign in December 2023. The campaign entices residents and visitors to enjoy restaurants, activities and open space in Penrith over the summer holiday period.
- Our 'Visit Penrith' tourism and visitor website continues to perform strongly as a platform to inform and entice locals and visitors to enjoy the many attractions in Penrith. We had 307,343 unique visitors to the VISIT PENRITH website in 2023-24, which is a 4.82% increase on the previous year.
- During 2023-24, Council continued to build and sustain international relationships with Penrith's partner cities, both in person and online. This included delegations and meetings with representatives from South Korea and China.
- Council has continued to develop the draft St Marys Master Plan. Work has continued to implement the advocacy, housing, employment lands, rural lands and green grid strategies.
- Council continued to actively assess and progress planning proposals in accordance with our Local Strategic Planning Statement.
- We have made a number of submissions to the State government to influence state planning policies and legislation. The most significant reforms relate to housing policy and the provision of infrastructure to support growth. We continued to work with the Department of Planning, Housing and Infrastructure on any future Development Control Plan or Precinct Plan Amendments for the Aerotropolis.
- Our average DA determination timeframe is 106 gross days for the financial year, which puts Penrith in the top 10 Councils of the Greater Sydney Region and well below the 135-day average for the Greater Sydney Region. There was approximately \$1.3 billion estimated cost of development from 626 applications determined during 2023-24.
- Council has continued its pursuit of implementing a successful swimming pool inspection and education awareness program aimed at swimming pool safety. The purpose of Council's program is to reduce instances of drownings by ensuring pool owners and stakeholders are aware of their legal obligations to ensure their swimming pool contains a child resistant barrier.
- We have continued to participate in collaborative forums with Government and respond to City Deal commitments during 2023-24.
- Council has continued to work closely with Sydney Metro and other State Government agencies on the delivery of the Sydney Metro - Western Sydney Airport line. Council's Project Interface Officer and other staff have met regularly with representatives of Sydney Metro and other agencies throughout 2023-24.
- Council continued to deliver assets associated with the major urban subdivision release areas throughout 2023-24. These areas included Caddens, South Werrington Urban Village and Glenmore Park and within the industrial precincts off Mamre Road, Kemps Creek.

## CHALLENGES

- The higher cost of housing, living pressure and continued working from home has contributed to an increase in unauthorised building works and land use activity at residential and rural premises. These include creation of unauthorised dwellings, granny flats, sheds, driveways, earthworks and tree removal.





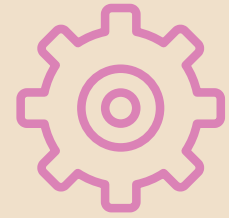


Aerial view of Penrith CBD



# Outcome 4

We manage and improve our  
built environment



The Community Strategic Plan identifies the following strategies that help deliver on this outcome.

### Strategy 4.1

Plan and manage sustainable transport infrastructure and networks to meet current and future community needs

### Strategy 4.2

Plan for and maintain accessible, safe and high-quality infrastructure

### Strategy 4.3

Plan for, maintain and provide spaces and facilities that support opportunities for people to participate in recreational activities

### Strategy 4.4

Ensure our public places are clean, safe, shaded, secure and accessible



Penrith City Council maintenance work on local roads

## UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



## HOW HAVE WE PROGRESSED

THE FOLLOWING PERFORMANCE INDICATORS HELPS US TO MEASURE OUR EFFECTIVENESS IN DELIVERING ON THIS OUTCOME.

### Our progress against Outcome 4 key performance indicators as at 30 June 2024.

PRINCIPAL ACTIVITY	MEASURE	RESULT
4.1.1 Work with relevant authorities to ensure adequate arterial road infrastructure and public transport services	• Number of submissions made to Transport for NSW on state-based projects	4
	• Number of requests made to Transport for NSW for improved services and infrastructure	8
4.1.2 Improve the amenity of Council owned public transport assets	• Number of Council owned public transport assets renewed	5
4.1.3 Help ensure efficient and fair use of parking spaces across the City	• Number of overstay parking offences processed	37,644
	• Percentage of parking overstayed	20.5%
	• Percentage of parking compliant vehicles	79.5%
	• Number of cars overstayed parking time limit	214,646

PRINCIPAL ACTIVITY		MEASURE	RESULT
<b>4.1.4</b>	Provide technical advice on parking issues and plan for the delivery of parking infrastructure	<ul style="list-style-type: none"> <li>Percentage of requests for advice on parking issues or infrastructure responded to within agreed timeframes</li> </ul>	100%
<b>4.2.1</b>	Provide technical advice and work collaboratively with stakeholders to development and implement road safety programs	<ul style="list-style-type: none"> <li>Number of road safety programs developed and implemented</li> <li>Number of participants in road safety programs</li> <li>Percentage of road safety programs successfully completed within timeframes</li> </ul>	<p>10</p> <p>2,930</p> <p>100%</p>
<b>4.2.2</b>	Improve the amenity of the City's roads, pathways, and drainage network	<ul style="list-style-type: none"> <li>Number of pothole complaints received</li> <li>Kilometres of new pathways constructed</li> <li>Square metres of roads resurfaced</li> <li>Square metres of roads reconstructed</li> </ul>	<p>1,055</p> <p>3.46</p> <p>120,956</p> <p>83,174</p>
<b>4.2.3</b>	Design and deliver Council's major capital projects	<ul style="list-style-type: none"> <li>Number of major capital projects</li> <li>Number of major capital projects completed</li> <li>Number of major capital projects progressing as on track</li> </ul>	<p>7</p> <p>1</p> <p>2</p>
<b>4.3.1</b>	Manage and facilitate the use of community, sport, recreation, and open space facilities	<ul style="list-style-type: none"> <li>Number of bookings of community facilities</li> <li>Number of participants at bookings of community facilities</li> </ul>	<p>15,780</p> <p>409,700</p>
<b>4.3.2</b>	Plan for community facility, sport, recreation, play, open space infrastructure provision and support project delivery	<ul style="list-style-type: none"> <li>Number of community facility, sport, recreation, play, open space infrastructure projects developed</li> <li>Number of community facility, sport, recreation, play, open space infrastructure projects delivered</li> <li>Number of community facility, sport, recreation, play, open space infrastructure actions developed</li> <li>Number of community facility, sport, recreation, play, open space infrastructure actions delivered</li> </ul>	<p>23</p> <p>20</p> <p>No data at this time. Currently exploring ways to capture this data.</p> <p>5</p>
<b>4.3.3</b>	Improve the amenity of the City's sportsgrounds, parks, and open spaces	<ul style="list-style-type: none"> <li>Percentage of sportsground, parks and open space maintenance delivered as programmed</li> </ul>	100%

PRINCIPAL ACTIVITY	MEASURE	RESULT
<b>4.4.1</b> Improve the amenity of the City's public spaces	• Number of complaints received about the city's public spaces	No data at this time. Currently exploring ways to capture this data.
	• Average time (days) to respond to offensive graffiti	No data at this time. Currently exploring ways to capture this data.
	• Average time (days) to respond to non-offensive graffiti	No data at this time. Currently exploring ways to capture this data.
	• Average time (days) to respond to open space safety issues	3
	• Average time (days) to respond to open space non-safety issues	24
	• Average time (hours) to respond to public toilets complaints	No data at this time. Currently exploring ways to capture this data.
<b>4.4.2</b> Help make our public spaces and community facilities safe and pleasant places to be	• Number of complaints responded to within service levels under Compliance and Enforcement Policy	10,565

#### Our progress against our 2023–24 Operational Plan Actions for Outcome 4.

ACTION	RESULT
<b>4.1.1a</b> In 2023–24, we will continue to seek and secure appropriate grant funding to address road safety and accident black spots across our local road network.	Complete
<b>4.1.1b</b> In 2023–24, we will advocate for improved active and public transport.	Complete
<b>4.1.2a</b> In 2023–24, we will implement the rolling Bus Shelter Renewal Program by installing four bus shelters.	Complete
<b>4.1.3a</b> In 2023–24, we will continue to monitor the number of vehicles that have overstayed.	Complete
<b>4.1.4a</b> In 2023–24, we will provide timely and accurate advice on the future parking needs across the city.	Complete
<b>4.2.1a</b> In 2023–24, we will advocate for improved road safety across the LGA (with a particular focus on local schools).	Complete
<b>4.2.2a</b> In 2023–24, we will deliver an annual program of scheduled and reactive maintenance on the City's roads and pathways.	Complete
<b>4.2.2b</b> In 2023–24, we will implement the rolling Road Asset Renewal Program.	Complete
<b>4.2.2c</b> In 2023–24, we will implement the rolling Footpath and Shared Pathway Program.	Complete
<b>4.2.2d</b> In 2023–24, we will deliver an annual program of maintenance on Council's drainage infrastructure.	Complete
<b>4.2.3a</b> In 2023–24, we will progress the construction of the Gipps Street Recreation Precinct project.	Complete



ACTION	RESULT
<b>4.2.3b</b> In 2023–24, we will complete the construction of the Regatta Park Precinct project.	Off Track
<b>4.2.3c</b> In 2023–24 we will progress the construction of the Dunheved Road Upgrade project	Complete
<b>4.2.3d</b> In 2023–24, we will complete the construction of the City Park project.	Complete
<b>4.2.3e</b> In 2023–24, we will progress the Coreen Avenue Upgrade project.	Off Track
<b>4.3.1a</b> In 2023–24, we will introduce an online booking platform and implement online facility bookings.	Off Track
<b>4.3.2a</b> In 2023–24, we will progress, and complete actions identified in the Sport and Recreation Strategy five-year program.	Complete
<b>4.3.2b</b> In 2023–24; we will undertake community engagement to establish future use and facility infrastructure needs at Thornton Oval.	Complete
<b>4.3.3a</b> In 2023–24, we will deliver an annual program of maintenance on Council's sportsgrounds and parks.	Complete
<b>4.3.3b</b> In 2023–24, we will contribute to the delivery of rolling Parks Asset Renewal Program.	Complete
<b>4.4.1a</b> In 2023–24, we will deliver the annual program of maintenance on Council's public spaces.	Complete
<b>4.4.1b</b> In 2023–24, we will deliver an annual program of maintenance on public trees.	Complete
<b>4.4.1c</b> In 2023–24, we will deliver an annual program of maintenance on Council's public buildings.	Complete
<b>4.4.2a</b> In 2023–24, we will conduct regular illegal signage and abandoned shopping trolley compliance campaigns.	Complete



## Case Study

## City Park opens to the community



City Park, Penrith

**In December 2023, Penrith's iconic green heart, City Park, was opened in time for the holidays.**

Located on the corner of Henry and Station streets in the City Centre, the 7,000 square-metre site has been transformed into a thriving green space with a central lawn, a 78-metre sunken rain garden and an amenities building with green roof.

City Park includes trees which will grow over time to provide natural shade, four pergolas, seating, and public artwork.

Several water features including a circular water fountain, cascading pools with a connecting stream, and fog fountains will help to cool and refresh visitors to City Park in the warmer months.

Penrith Mayor Todd Carney said the completion of the highly anticipated City Park was a game changer for the City.

"Penrith now has its very own vibrant, communal space in the City Centre for workers and shoppers to meet up and get some fresh air in the outdoors during the day, and for residents and visitors to enjoy special events in the evening," Cr Carney said.

On 16 March 2024, Council held an opening garden party at City Park that included family-friendly activities including mini golf and face painting, a scavenger hunt, live music, food trucks, and more.

Western Sydney artists, Christine Huynh and Tammy Porter, held drop-in art workshops for children and residents of all ages to unleash their creativity and make their own piece of art to take home.

The \$19 million City Park project was funded through the NSW Government's Western Sydney Infrastructure Grants Program (\$8.23 million) and Public Spaces Legacy Program (\$4 million), in partnership with Council (\$6.81 million).

"Excellent vibe at the event today. Great to see people out and about enjoying the new park."

"I loved the park when I was walking through Penrith. It's a nice quiet spot and the mist spray is lovely."

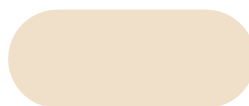
"I appreciate Penrith Council fitting in parks into our little city. Some green areas are essential."

## ACHIEVEMENTS

- Council has continued to advocate to the State Government for improved infrastructure and transport services on the arterial road network. We have made detailed submissions to Transport for NSW for a number of state-based projects, including Mulgoa Road upgrade, Mamre Road upgrade and works around the Aerotropolis.
- We delivered four bus shelters under Council's program, with an additional one funded by the State Government.
- Council has 1,683 electronic parking sensors installed to monitor on street and Council car park compliance in the Penrith CBD. Parking Rangers continued to patrol the CBD daily to promote compliance with parking restrictions.
- Council has continued to provide technical advice on the future parking needs across the city, including preparation of strategic parking studies for the Penrith CBD and St Marys CBD to inform and plan for future growth. We also have implemented additional accessible parking spaces in our public car parks and looked for opportunities to optimise parking turnover and availability across the city.
- We have implemented a number of initiatives through our road education program in partnership with Transport for NSW and other agencies. Council's Road Safety Officer has engaged with residents, schools, government agencies, vulnerable community groups and other stakeholders to raise the profile of road safety within the LGA and implement evidence-based projects aimed at influencing behaviour to reduce accident trends on our roads.
- We have continued to maintain our roads, pathways and drainage network to a high standard (Refer to Appendix 4 Our Program of Works for further details).
- Council has continued to support the community with the provision of recreational facilities. During the year we have:
  - continued development of the online Venue Management Booking System for community facilities and sportsgrounds
  - opened the synthetic athletics track at Harold Corr Oval and engaged with user groups regarding the long-term operation of the site
  - facilitated hiring of community facilities with 1,200 function bookings, 580 casual bookings, and 14,000 regular bookings
  - managed user group field relocations and operational transitions as a result of ongoing and completed sport and recreation infrastructure capital work and field maintenance work programs
  - planned for the transition of Gipps Street Recreation Precinct from capital works to full operation and completed an Expression of Interest process for use of the new sports and recreation facilities.
- We have continued to deliver on actions in Council's Sport and Recreation Strategy (Refer to Appendix 4 Our Program of Works for further details).
- Our Rangers continued to respond reactively to allegations of unlawful activities including overgrown properties, illegal dumping, abandoned vehicles/articles, illegal burning, illegal advertising, street vending and illegal parking (including school zone enforcement).

## CHALLENGES

- Pedestrian and driving behaviour around schools continues to be a road safety concern.
- Delivering Council's services during times of adverse weather.
- Council's civil infrastructure has experienced extensive damage as a result of storm and flood events.





# Outcome 5

We have open and collaborative leadership



The Community Strategic Plan identifies the following strategies that help deliver on this outcome.

### Strategy 5.1

Communicate effectively with the community about the programs and services provided by council

### Strategy 5.2

Encourage community participation in collective decisions and initiatives

### Strategy 5.3

Deliver an efficient, transparent, and accountable service to the community

### Strategy 5.4

Plan for and manage city resources for current and future generations

In addition, we also have and report on our enabling services to the organisation that ensure all legislative requirements are met and the organisation is running efficiently.



Penrith City Council Employee addressing customer enquiries

## UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



### HOW HAVE WE PROGRESSED

THE FOLLOWING PERFORMANCE INDICATORS HELPS US TO MEASURE OUR EFFECTIVENESS IN DELIVERING ON THIS OUTCOME.

#### Our progress against Outcome 5 key performance indicators as at 30 June 2024.

PRINCIPAL ACTIVITY	MEASURE	RESULT
5.1.1 Ensure our community is actively informed about Council's news and activities	• Number of digital interactions with community	2,465,071
	• Number of non-digital interactions with the community sharing Council news and activities	4
5.1.2 Provide a quality customer experience through the contact centre and front counter in line with the Customer Promise	• Number of calls received	148,854
	• Percentage of calls answered within two minutes	88%

PRINCIPAL ACTIVITY		MEASURE	RESULT
<b>5.2.1</b>	Manage Council's Community Engagement Framework	<ul style="list-style-type: none"> <li>Number of community engagement activities delivered</li> </ul>	28
<b>5.3.1</b>	Provide property services and manage community and commercial requests for the use of Council controlled land	<ul style="list-style-type: none"> <li>Number of requests for property services received</li> <li>Percentage of requests for property services completed within agreed service levels</li> </ul>	316 93%
<b>5.3.2</b>	Ensure Council's information technology is contemporary and meets the needs of the organisation and the community	<ul style="list-style-type: none"> <li>Number of ICT enabled projects with a measure of benefits realised</li> <li>Number of service desk requests</li> <li>Average time (days) to close Service desk requests</li> </ul>	20 10,274 2
<b>5.3.3</b>	Support financial sustainability through financial planning and budget management and provide accurate reporting to the community	<ul style="list-style-type: none"> <li>Financial Performance vs Budget—variation as a percentage</li> </ul>	105%
<b>5.3.4</b>	Ensure our Integrated Planning and Reporting (IP&R) responsibilities are met	<ul style="list-style-type: none"> <li>Number of Operational Plan Actions</li> <li>Number of Operational Plan Actions progressing as on track or completed</li> </ul>	135 124
<b>5.3.5</b>	Support and drive the organisation in identifying business improvement opportunities and service reviews	<ul style="list-style-type: none"> <li>Number of service reviews completed</li> <li>Number of business improvement initiatives delivered</li> </ul>	0 3
<b>5.4.1</b>	Reduce Council's reliance on rateable income, by delivering property projects to achieve financial returns or significant value to Council and the community	<ul style="list-style-type: none"> <li>Number of property projects</li> <li>Return on investment (ROI) of projects</li> </ul>	No data at this time. Currently exploring ways to capture this data. No data at this time. Currently exploring ways to capture this data.
<b>5.4.2</b>	Realise the potential of land and property assets by focusing on operational and commercial sustainability of Council's property portfolio	<ul style="list-style-type: none"> <li>Percentage of property at or above Return on investment (ROI)</li> </ul>	No data at this time. Currently exploring ways to capture this data.
<b>5.4.3</b>	Manage Council's assets to minimise risk, reflect lifecycle costs and meet community needs.	<ul style="list-style-type: none"> <li>Percentage of asset management plans that are current</li> </ul>	50%

PRINCIPAL ACTIVITY	MEASURE	RESULT
5.4.4 Enhance the engagement and performance of our employees so that our organisation can thrive and deliver high quality outcomes for the community	• Percentage of staff turnover	11%
	• Average number of days where unplanned leave was taken per employee	9
	• Percentage of employee satisfaction	No data at this time. Currently exploring ways to capture this data.
	• WHS—number of near misses	89
	• WHS—number of lost time injuries (LTI)	31
	• WHS—number of First Aid treatable incidents	280
	• WHS—number of medically treatable incidents	52
	• WHS—number of equipment or property damage incidents	10
	• WHS—number of workers compensation with LTI incidents	6
	• WHS—number of hazards reported	42
	• WHS—number of workers compensation claims	37

#### Our progress against our 2023–24 Operational Plan Actions for Outcome 5.

ACTION	RESULT
5.1.1a In 2023–24, we will produce four quarterly 'Our Place' community news brochures.	Complete
5.1.1b In 2023–24, we will undertake communication campaigns for Council's major projects and programs.	Complete
5.1.1c In 2023–24, we will investigate opportunities for new ways to communicate with the community.	Complete
5.1.2a In 2023–24 we will continue to analyse and interpret data to identify areas of improvement and implement changes as required to improve customer experience.	Complete
5.2.1a In 2023–24, we will continue to develop and implement Council's engagement guidelines and toolkit to ensure best practice when engaging the community.	Complete
5.3.1a In 2023–24, we will continue to assess street closure and outdoor dining applications in a timely manner.	Complete
5.3.2a In 2023–24, Implement Customer Experience Transformation technology project—Community Facilities and Recreation online booking, payments, facilities management and access.	Off Track
5.3.2b In 2023–24 we will implement Customer Experience Transformation technology project—Customer Feedback, Satisfaction and Complaints.	Complete
5.3.2c In 2023–24, we will implement Customer Experience Transformation Program—Corporate Website—new platform and redevelopment.	Off Track
5.3.2d In 2023–24, we will implement Customer Experience Transformation Program—Childrens Services Enquiry and Request Management.	Complete



ACTION	RESULT
<b>5.3.3a</b> In 2023–24, we will provide accurate information on Council's financial position and activities to Council and the community.	Complete
<b>5.3.3b</b> In 2023–24, we will ensure compliance with all regulatory financial requirements, including the completion of annual financial statements.	Complete
<b>5.3.4a</b> In 2023–24, we will conduct an audit of Council's strategy register and undertake ongoing management of the digital platform to inform the Delivery Program and Operational Plan.	Complete
<b>5.3.4b</b> In 2023–24, we will ensure compliance with all IP&R reporting requirements.	Complete
<b>5.3.4c</b> In 2023–24, we will ensure compliance with all IP&R planning requirements.	Complete
<b>5.3.4d</b> In 2023–24, we will introduce the strategy development framework across Council and provide ongoing support in its implementation.	Off Track
<b>5.3.5a</b> In 2023–24, we will deliver the LEAP (Leading Excellence and Performance) review program: Recruitment.	Ongoing
<b>5.3.5b</b> In 2023–24, we will deliver the LEAP (Leading Excellence and Performance) review program: Development Referrals.	Not proceeding this year
<b>5.3.5c</b> In 2023–24, we will deliver the LEAP (Leading Excellence and Performance) review program: Project Management.	Ongoing
<b>5.3.5d</b> In 2023–24, we will deliver the LEAP (Leading Excellence and Performance) review program: Grants and Commitments.	Ongoing
<b>5.3.5e</b> In 2023–24, we will continue procurement and commence implementation for Enterprise Resource Planning (ERP).	Off Track
<b>5.4.1a</b> In 2023–24, we will progress the Erskine Park Urban Reinvestment Project to subdivision construction stage.	Complete
<b>5.4.1b</b> In 2023–24, we will continue to progress on 131 Henry Street.	Off Track
<b>5.4.1c</b> In 2023–24, we will progress the 158-164 Old Bathurst Road, Emu Plains project.	Complete
<b>5.4.1d</b> In 2023–24, we will develop property investment options and solutions.	Complete
<b>5.4.2a</b> In 2023–24, we will progress the Kingswood and St Marys commuter car park projects.	Not proceeding
<b>5.4.3a</b> In 2023–24, we will improve systems and processes around asset management.	Complete
<b>5.4.4a</b> In 2023–24, we will continue implementation of our Capability Framework.	Complete
<b>5.4.4b</b> In 2023–24, we will grow Leadership Development.	Complete
<b>5.4.4c</b> In 2023–24, we will review the WHS Management System.	Complete
<b>5.4.4d</b> In 2023–24, we will strengthen child-safe practices as part of our commitment to being a child safe organisation.	Complete

## Case Study

# Customer Feedback and Complaint Management Project

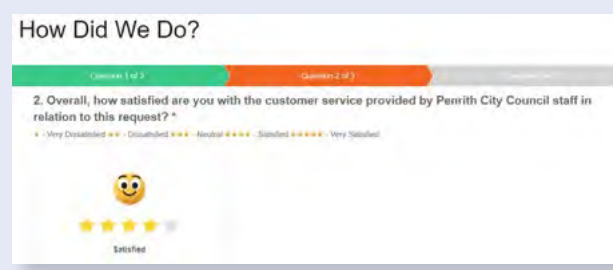
**The 'Customer Feedback and Complaint Management Project' aimed to provide a streamlined and transparent feedback management process to ensure that our customers were heard and honouring 'Our Customer Promise'.**

This project was designed to help promote customer awareness around ways our customers could easily provide feedback and compliments via our online services portal Customer Connect, and ability for our business to effectively capture, manage and review all customer insights, including feedback, compliments and complaints in a consistent manner.

It aligned with the overarching Complaints Management Policy and used advancements in technology through our online service options and our Customer Connect online services portal to help deliver more effective and efficient operational outcomes and reporting.

- The project aimed to provide a transparent feedback management process in line with 'Our Customer Promise'
- The project promoted customer awareness of how to provide feedback and compliments via Customer Connect, our online services portal
- The project helped capture, manage, and review all customer insights, including feedback, compliments, and complaints
- The project used technology to deliver more effective and efficient operational outcomes and reporting

Since the project launched in early 2024, we have received on average 800 feedback surveys on our performance every month. This valuable information is shared with the various departments who use it to enhance their services and respond to the changing needs of our customers. For example, our Waste Services Team keeps a close eye on the feedback every week and takes action accordingly. We also take pride reading the compliments that we receive for our services and also our sub-contractors.



## ACHIEVEMENTS

- Throughout 2023-24, Council engaged with and kept our community informed (refer to the How We Engage with our Community section for further details)
- Council continued to achieve a high level of customer service for 2023-24, achieving an after-call satisfaction rating of 96% from 3,651, and a mystery shopper score of 90% from 60 evaluations.
- Council continued to innovate utilising contemporary technology to provide an improved customer and employee experience across a number of council services. Throughout 2023-24, we maintained our focus on Cybersecurity to safeguard councils' digital assets to protect against unauthorized access, data breaches and cyber threats. (Refer to the Our approach to cyber security section for more details).
- Throughout 2023-24 Council ensured that it met all of its Financial and Integrated Planning and Reporting obligations.
- Council completed the transport asset condition survey, and rural drainage audit. This information has been loaded into our asset register to assist in developing future program of required works, which will feed into Council's long term financial plan.
- During 2023-24, Council has also approached the market for a contemporary Enterprise Resource Planning (ERP) platform. A tender process commenced in May 2024.
- Council, in accordance with the legislation has rolled out the requirements of the new Public Interest Disclosure Act including a suite of training and awareness programs.
- Council successfully designed and implemented an integrated system that automatically consumes data from the NSW State Government's Digital Cadastral Database (DCDB) each night. This innovative approach has significantly enhanced the updating process of the Cadastre, which is a vital component within the Geographic Information System (GIS).
- During 2023-24, Council managed 171 asbestos matters, 75 asbestos incidents, 2 environmental investigation and prepared 13 Asbestos Management Plans/Hazardous Materials Reports. 98.6% of asbestos incidents were responded to within 4 hours and 100% responded to within 24 hours (during normal business hours).
- Council completed 91% of the annual Audit Plan for 2023-24, with 10 out of 11 audits completed. One audit is in progress, and this will be carried forward into the 2024-25 Internal Audit Annual Plan.

## Case Study

### Council mentors UNSW students in integrated learning project

**In late 2023, Council was invited to collaborate with the University of NSW to provide a work integrated learning and mentoring opportunity for second year students studying to be urban planners, designers, and engineers.**

Our City Strategy and Data and Visualisation teams worked with students studying Geographical Information Systems (GIS) and Urban Informatics to develop their skills in applying GIS technology to real-world spatial problems. The scenarios were relevant to local government, including sustainability, transport accessibility and liveability.

As part of the program, Council staff provided the students with non-sensitive data related to the Penrith LGA so they could build potential solutions to real-world issues. The students worked in groups to build their own views of the data and present simulated solutions related to resilience, nighttime economy, community safety, and the environment. In the real world, their solutions could be used to make policy-related decisions.

Council staff gave guest lectures, assisted in refining project briefs, and provided feedback on projects and presentations.

The partnership worked so well that we have been invited to participate when the course runs again in the second half of 2024.

University Of NSW students collaborating with Penrith City Council

employees as part of the integrated learning program







Council employees on a work site





# Our People

## Our Culture

We are passionate about our people and consider our employees to be our biggest asset. To deliver our extensive range of services, we need to invest in our employees to ensure we have a capable and committed workforce.

Penrith City Council prides itself on being an employer of choice, providing a supportive work environment, rewarding career opportunities and professional development, and promoting a healthy work-life balance.

Through proactive workforce planning, we have the right people with the right skills and experience in order to deliver our objectives.

# Our Executive Leadership Team



## Andrew Moore General Manager

(April 2023–present)

### Responsibilities:

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

### Qualifications:

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



## Stephen Britten Chief Governance Officer

(December 2008–present)

### Responsibilities:

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

### Qualifications:

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



## Matthew Bullivant Director, Corporate Services

(May 2023–present)

### Responsibilities:

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

### Qualifications:

- Bachelor Economics (Western Sydney University)
- Bachelor of Laws (Western Sydney University))
- Graduate Diploma in Legal Practice (College of Law)
- Master of Business Administration (Managing and Leading People) (Southern Cross University)





**Sandy Davies**  
**Director, Community and People**

(June 2016–present)

**Responsibilities:**

The Community and People Directorate includes Children’s Services, People and Culture, Customer Experience and Library Services. This Directorate looks after our customer experience, human resources and safety, libraries and childcare centres.

**Qualifications:**

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



**John Gordon**  
**Director, City Services**

(May 2023 – June 2024)

**Responsibilities:**

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

**Qualifications:**

- Bachelor of Education
- Diploma of Teaching
- Graduate Certificate – Sports Management.



**Andrew Jackson**  
**Director, Development and Regulatory Services**

(July 2021–present)

**Responsibilities:**

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

**Qualifications:**

- Bachelor of Agricultural Economics (University of Sydney).
- Graduate of Australian Institute of Company Directors (GAICD)



**Kylie Powell**  
**Director, City Futures**

(February 2017–present)

**Responsibilities:**

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

**Qualifications:**

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



**James Symonds**  
**Director, Capital Projects**

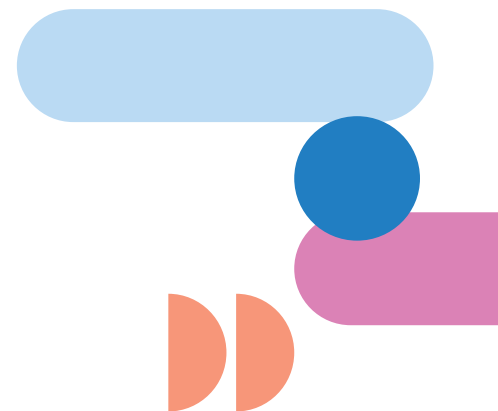
(October 2023 – present)

**Responsibilities:**

The City Transformational Projects Directorate was created in 2023 to temporarily oversee the framework, development and delivery of a pipeline of community projects, current and planned, worth more than \$500M for the next 5 years, equivalent to three times the previous 5–year averages.

**Qualifications:**

- Diploma Building and Construction
- Diploma Project Management
- Bachelor of Construction Management
- Accredited Greenstar Professional
- Australian Institute of Company Directors Member (AICD)



## Remuneration of our Senior Staff

The below table shows the remuneration of our General Manager, who is the only employee on a Senior Staff Contract.

### Remuneration of our senior staff in 2023–24

	<b>GENERAL MANAGER ANDREW MOORE</b>
(i) Total value of the salary component of the package	\$454,385.39
(ii) Total amount of any bonus payments, performance payments or other payments made to them that do not form part of the salary components of their packages	-
(iii) Total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor	\$27,358.29
(iv) Total value of any non-cash benefits for which any of them may elect under the package	\$22,598.51
(v) Total amount payable by the council by way of fringe benefits tax for any such non-cash benefits	\$1,580.41
<b>TOTAL INCLUDING NON-CASH BENEFITS AND FBT PAYABLE</b>	<b>\$505,922.60</b>

Notes:

Amounts not included: C187, dSOC, dXMS, ZPLV, ZTAX, zFBT

\* Pre-tax refund adjustment for motor vehicle contributions.

\*\* Accrued leave and BYOD Mobile Phone Allowance.

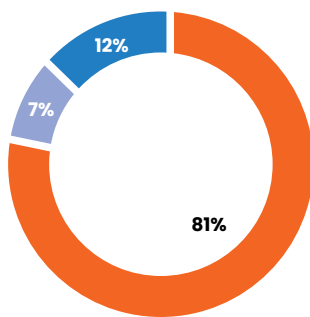
	<b>GENERAL MANAGER ANDREW MOORE</b>
(i) Motor Vehicle FBT	\$1,580.41
<b>TOTAL NON-CASH BENEFITS</b>	<b>\$1,580.41</b>

# Our Employees

## Workforce Statistics

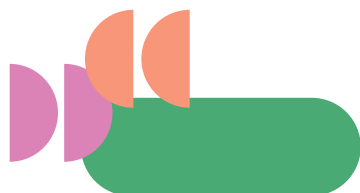
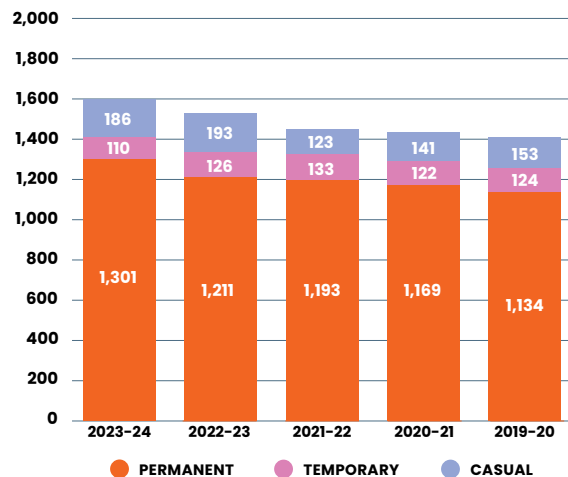
At 30 June 2024, we had 1,597 employees in full-time, part-time, permanent, temporary and casual positions, with some employees having multiple employments across Council.

### Proportion of employees by type at 30 June 2024



- PERMANENT
- TEMPORARY
- CASUAL

### Number of employees by type over 5 years



## Annual Reporting of Labour Statistics

In accordance with section 217 of the Local Government (General) Regulation 2021, the following information is provided on the number of persons who performed paid work for Council on Wednesday 14 February 2024.

The number of persons directly employed by Council:

- Permanent full-time: **967**
- Permanent part-time: **252**
- Casual: **157**
- Fixed-term contract: **105**

The number of persons employed by Council who are Senior Staff for the purposes of the Local Government Act 1993: **1**

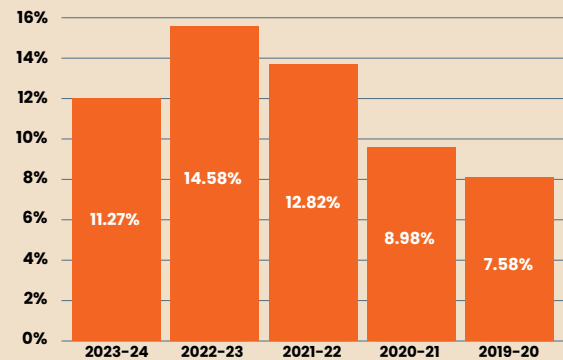
The number of persons engaged by Council, under a contract or other arrangement with the person's employer that is wholly or principally for the labour of the person: **5**

The number of persons supplied to Council, under a contract or other arrangement with the person's employer, as an apprentice or trainee: **0**

## Our Employee Turnover

In 2023-24, our employee turnover was 11.27%. Tracking turnover is a good measure of employee satisfaction and crucially helps us retain skilled and experienced employees.

### Our employee turnover as a percentage over 5 years



## Case Study

### Volunteering at Foodbank



To give back to the community over the festive period, the City Economy and Marketing team recently volunteered at Foodbank—the largest hunger relief charity in Australia.

Our staff volunteers handled various produce including lettuce, onions, pork, and potatoes that equated to 7,560 meals for those in need. Congratulations to the team on this fantastic effort!





## Celebrating 20 Years of Service

During 2023–24, we recognised and celebrated 19 staff members who have achieved 20 years of service at Council. They represented various teams across the business and were honoured for their outstanding work. The group had lunch with our Mayor, Cr Todd Carney, and members of Council’s Executive Leadership Team.

## Our Equal Employment Statement

We are proud to be a workplace that promotes Equal Employment Opportunity (EEO) groups across Council. We are committed to the principle of EEO for all employees and to provide employees with a work environment that is free of discrimination and harassment.

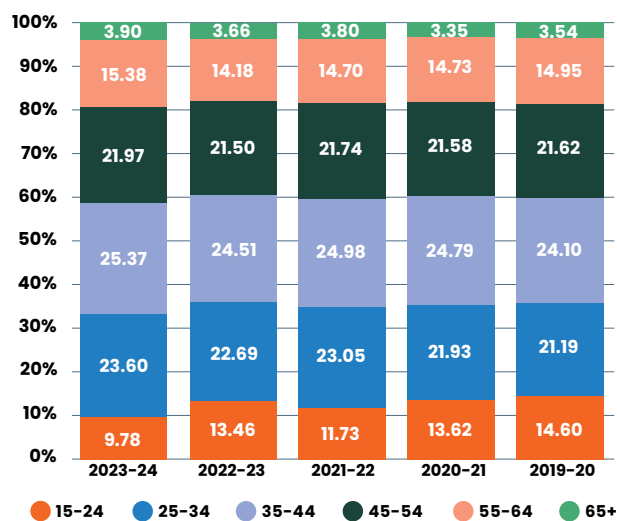
We develop and implement workplace programs that promote an inclusive workplace culture. Our EEO initiatives include:

- Building awareness across the organisation through our policies, induction program and training for staff and managers.
- Developing an EEO Management Plan
- Encouraging staff to complete EEO surveys upon commencement with us.
- Providing access to targeted employment opportunities (traineeships for people with disability and First Nations people).
- Communicating our policies relating to flexible work practices to our staff.

## Our Age Profile

We have consistently maintained a steady age profile in 2023–24. Our traineeship program continues to attract younger people, while options such as phased-in retirement and workplace flexibility support people at different life stages.

### Our age profile as a percentage over 5 years

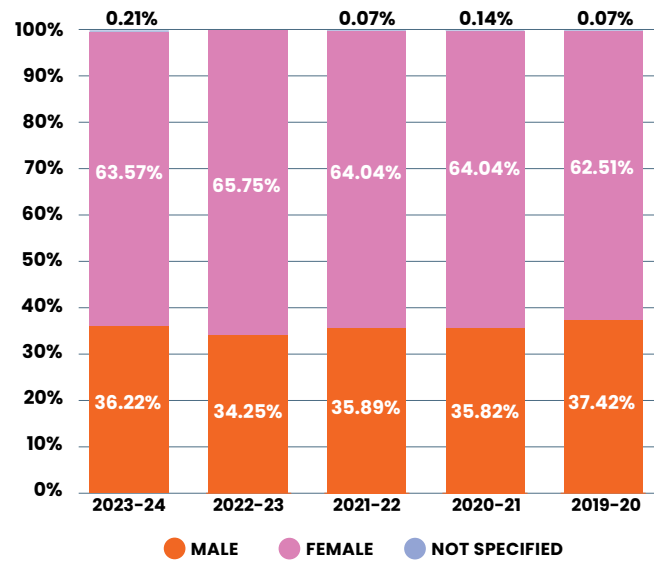


## Our Gender Profile

Council is committed to gender equity. We have initiatives such as supporting employees to apply for salary progression, parental leave events, several breastfeeding and baby care rooms across our sites and International Women's Day events. Council has a dedicated internal Gender Equity Group who meet to discuss these matters and initiatives.

In 2023–24, our gender profile for permanent, temporary and casual employees is 63.57% female, 36.22% male, and 0.21% not specified.

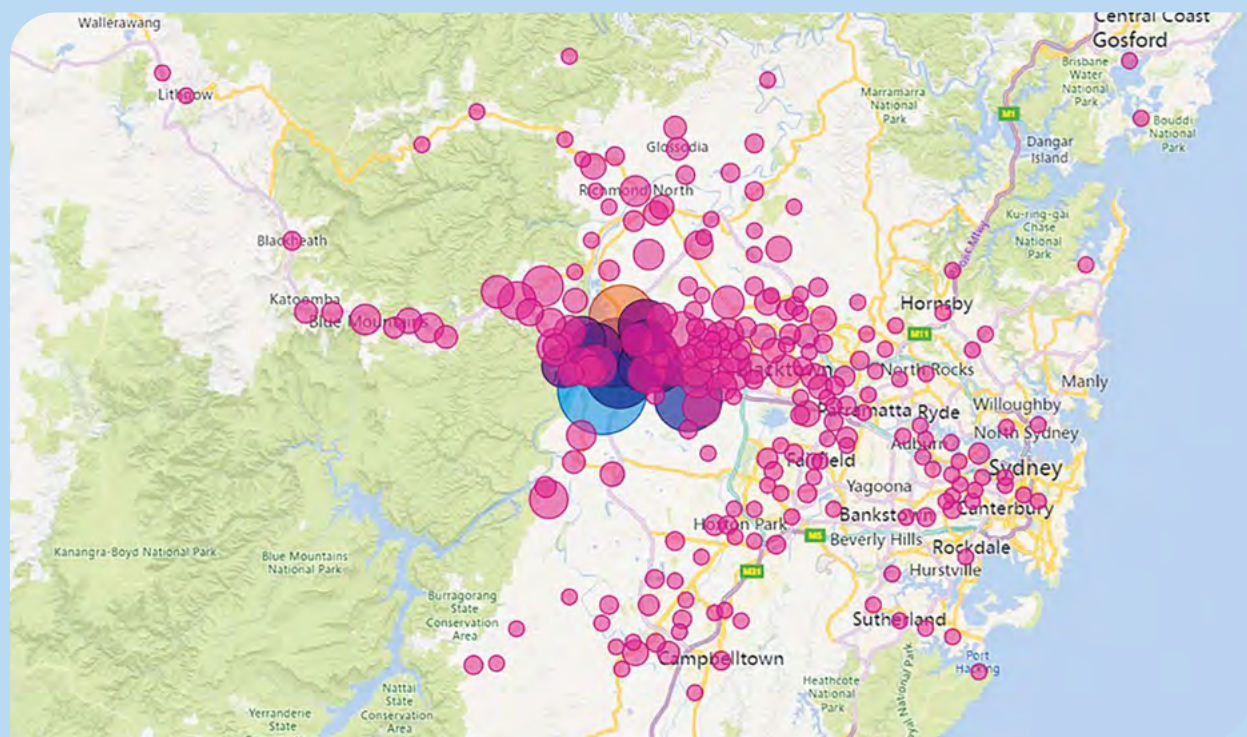
## Our workforce gender profile by employment type over 5 years



## Our Employees' Places of Residence

Around 51% of our employees live within the Penrith Local Government Area. During 2023–24, Council continued to attract employees from several other LGAs. Our Finding Balance philosophy will continue to be a competitive advantage for Council and highlights the importance to continue to embed this into our culture so we can continue to be an employer of choice.

### The spread of our employees' places of residence in 2023–24



#### Key to Number of Employees

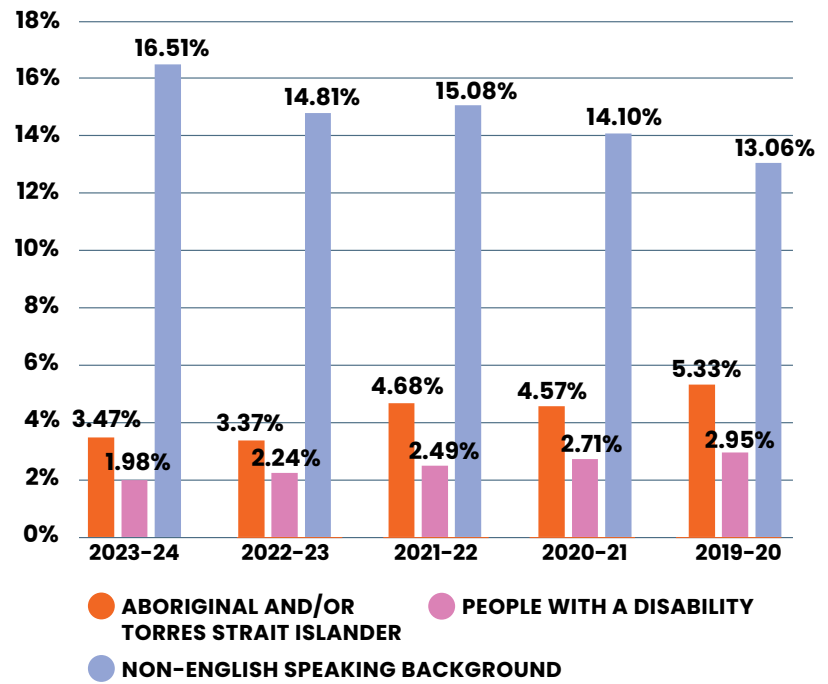
- 1-25
- 25-50
- 50-75
- 75-100
- 100+



## Our Diversity Profile

We are committed to attracting and retaining a diverse workforce by providing all employees equal access to opportunities including training, development and progression. We actively work to provide a workplace free of discrimination, through our values, education and training programs. Staff are encouraged to complete an Equal Employment Opportunity form when they commence their role with us, while also having the option to remain anonymous. The data is reflective of those who completed the form.

## Our workforce diversity profile over 5 years



Council employee assisting a member of the public in our Penrith Library



## Our Induction Program

Council's Onboarding Program is a structured and comprehensive process designed to introduce new employees to our organisation, our collaborative culture, our values, policies, procedures, and work environment. Our Onboarding Program helps new employees settle into their role, feel welcome, integrate into their new team, and become productive members of our organisation. Activities are completed over the first three months, including:

### Pre-arrival preparation

Before the new employee's first day, we provide them with essential information to help prepare them for their first day on the job. Our online onboarding allows employees to understand a range of benefits, policies and procedures at Council, and supports their learning and introduction to the business during their first three months of employment.

### First-day induction

On the first day, our new employees meet their People Leader and team, complete their employee induction training, and learn about our organisation's vision, values, and goals. People Leaders prepare an induction plan so that the new employee can easily transition into their team and gain knowledge of the projects we are delivering for our community.

### Training and development

Our onboarding program is underpinned by a wide range of learning, which equips our new employees with the necessary skills and knowledge to perform their job effectively. Our learning program covers topics such as our Code of Conduct, work health and safety, customer service, cyber security, privacy, and child safety, and more. This learning is delivered through on-the-job training, job shadowing, face to face training, and e-learning.

### Regular check-ins

Throughout the onboarding period, People Leaders and HR representatives check in with each new employee to address any concerns, provide feedback, and ensure they are settling in well. This helps to identify and resolve any issues early, promoting a positive onboarding experience.

Penrith City Council employee

providing customer service



## Our Learning and Development

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

In 2023–24, we implemented several key development programs. These important programs aimed to uplift the capability and performance of our people, resulting in enhanced culture and outcomes for our organisation and the wider community. These programs are outlined below:

### Leadership Development

The leadership development programs provided holistic and industry-relevant resources in the context of Council's operating environment to enable leaders to understand their role in driving individual, team and collective organisational performance and culture. The leadership programs are developed in-house and facilitated in-house and are further complemented by an alumni program for participants to embed learnings and continue to connect and network with peers and other leaders.

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### Capability Framework

Our Capability Framework enables the attraction, selection, development, and retention of our people, well into the future. The capabilities within the framework are expressed as behaviours that clearly define what 'good' looks like and provide a stronger focus on 'how' to achieve results. This approach places greater emphasis on behavioural expectations, a feedback dialogue and directly influences our organisational culture. We continued to embed our custom-built Capability Framework across Council and provided a series of masterclasses for People Leaders and employees focused on the topics of psychological safety, the importance of self-assessment, setting expectations and feedback dialogue.

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### The Resilience Project

In partnership with The Resilience Project, we delivered evidence-based approaches to building resilience in order to develop and sustain positive mental health. Our people engaged in the Discovering Resilience digital presentation, which was an interactive presentation with Hugh van Cuylenburg to help our people understand the three key principles to resilience – Gratitude, Empathy and Mindfulness (GEM) – and be inspired to support their own wellbeing. Following the digital presentation, our people engaged with the digital Wellbeing Series; this was a series of short clips that covered a range of topics such as Gratitude, Empathy, Mindfulness, Emotional Literacy, and Connection.

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### Evolve Development Program

The Evolve Development Program is a three-month self-development program facilitated externally for a cohort of 25 employees. It is designed for women in non-management roles who want to enhance their personal and professional growth. The program covers soft skills, including networking, identifying their values, the Gallup Clifton Strengths assessment top 5, emotional intelligence, goal setting, and effective communication, all while building on their personal brand.

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### Mental Health – Certificate IV

The Certificate IV Mental Health program is a two-year program facilitated externally for a cohort of 15 employees. The Certificate IV Mental Health program is designed to help employees learn how to support people experiencing mental health issues, work collaboratively with other services, explore trauma-informed practices, empower people through recovery, communicate effectively and work with diverse people. Employees gain practical experience and specialist skills in promoting social, emotional and physical wellbeing.

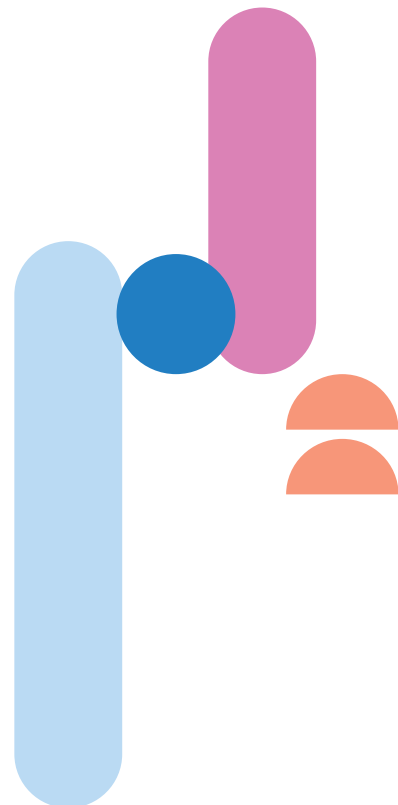
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### Learning about our Culturally Responsive Practice and Trauma Informed Service Delivery

During 2023–24, staff from across the organisation participated in culturally responsive practice and trauma informed service delivery workshops under the guidance of Settlement Services International, a not-for-profit organisation whose purpose is to help create a more inclusive society in which everyone can meaningfully contribute to social, cultural, civic and economic life. Participants learned about Penrith's culturally diverse population, the importance of culturally responsive practice, managing unconscious bias and power differentials, challenges to service access and enablers to services access. Participants also had the opportunity to learn about trauma informed service-delivery, trauma reactions and trauma informed strategies.

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## Australasian Management Challenge



Australasian Management Challenge participants

**Council was pleased to support two teams in this year's Australasian Management Challenge, held by Local Government Professionals Australia, NSW.**

Team 3P and Team Connect6 each had six staff members from across our organisation who brought their unique strengths and experience to the table for the management challenge.

The challenge is a simulation-based team building, learning, and networking program that uses real local government themes and helps participants to develop a range of skills including leadership, analysis, negotiation, problem-solving and decision-making.

Supported by a mentor to guide them on their journey, the teams both built rapport throughout their team-building phase and pre-challenge task to prepare them for the Regional Challenge Day that was held on 11 April.

Our teams gave it their all as they battled 21 other teams from councils across NSW in challenges involving video production, presentations, reports, and debates.

The teams were observed and assessed on their energy, synergy, effectiveness, and creative thinking, as well as the outcome they produced against the tasks set.

The best performing team from the Regional Challenge Day will compete in the Australasian Final later in the year, with teams representing regions across Australia and New Zealand.

While we didn't pick up an award this year, the teams represented Council very well and will take away with them new connections, ideas and capabilities which will have lasting impact for all individuals involved and for Council. Well done to our team members.





## Our Education Assistance Program

Our Education Assistance Program continues to provide financial assistance and leave options to employees seeking to expand their knowledge and skills by undertaking further study. In 2023–24, we invested in 55 employees through our Professional Development Education Assistance program. Areas of study include:

- Master's degrees
- Undergraduate degrees
- Diplomas
- Certificates.

Our employees study several vocations including early childhood teaching; business administration; work health and safety; ICT; marketing; urban management and planning; town planning; information studies; civil engineering; recordkeeping; and applied policy.

During 2023–24, Council invested \$163,738 in education assistance, as well as numerous leave days for study.

## Our Traineeship Program

Our annual Traineeship Program has been running since 2000. In 2023–24, there were 21 trainees employed with Council. This program provides opportunities for people to work full time while studying in a relevant field and is utilised by people wanting to start their careers, re-enter the workforce or change their career. We offer traineeships across multiple disciplines including business administration, ICT and early childhood education and care. We were recently asked to speak at a NSW Council event regarding the success of our Traineeship program.

## Our Work Health and Safety

In 2023–24, we have continued to build on sharing safety knowledge and developing a safety mindset. Our four-year WHS Strategy is on track, with the delivery of updated policies and procedures that underpin best-practice work health and safety (WHS), ensuring training is provided to relevant staff as well as improving our understanding of hazards and risks.

Through these updates, the need to improve staff understanding of hazard identification and undertaking risk assessments was identified, leading to the development and delivery of 81 face-to-face training sessions to 1,398 staff across Council.

In addition, we also increased our People Leaders' ability to undertake Incident Investigations by rolling out Incident Investigation People Leader Training to 289 staff.

Our Health and Safety Committee (HSC) has undergone some recent changes, with an election period occurring. We had a number of new staff putting their hands up to represent their work areas on safety matters, resulting in voting being required to determine our Health and Safety Representatives for the next three years. It is evident the work that has been done to increase the knowledge across the business has been working.

The HSC has also completed a workshop to understand what is working well and where improvement opportunities lie. This resulted in five action areas being identified and are being addressed by the HSC.

It remains our highest priority to provide safe workplaces for our employees, contractors and visitors. The following table shows our work health and safety performance over the last year.

### Work health and safety performance by month, in 2023–24

1 JULY 2023 – 30 JUNE 2024	JUL 23	AUG 23	SEP 23	OCT 23	NOV 23	DEC 23	JAN 24	FEB 24	MAR 24	APR 24	MAY 24	JUN 24	TOTAL
Lost time injury incidents (LTI)	5	5	1	6	3	3	2	2	0	0	1	3	31
Near miss incidents	1	3	1	2	3	15	15	12	8	9	12	8	89
First aid treatable injuries	33	23	30	27	28	25	26	20	9	24	23	12	280
Medically treatable incidents	1	4	8	7	4	0	3	5	4	10	4	2	52
Equipment or property damage	2	3	1	2	2	0	0	0	0	0	0	0	10
Workers' compensation No LTI	0	0	3	0	0	1	0	2	0	0	0	0	6
Hazards	4	7	6	0	10	0	0	2	4	4	2	3	42
Non-treatable Injury	0	0	0	0	0	0	1	6	13	9	17	8	54
<b>TOTAL</b>	<b>46</b>	<b>45</b>	<b>50</b>	<b>44</b>	<b>50</b>	<b>44</b>	<b>47</b>	<b>49</b>	<b>38</b>	<b>56</b>	<b>59</b>	<b>36</b>	<b>564</b>





Penrith City Council employees laying concrete



## Our Wellbeing Initiatives

In 2023-24, we have continued to promote initiatives to improve the health, safety, and welfare of our employees by:

- Four Mental Health First Aid Officers have commenced an Ambassador program with AccessEAP. This program provides additional training to employees addressing common mental health concerns and advice on how to support those seeking help.
- Sponsoring a group of staff to complete their Certificate IV in Mental Health.

Our Employee Assistance Program continued for all employees with access to free and confidential counselling services.

During the period from 1 August 2023-31 July 2024, 131 staff or their family members accessed our EAP services. This included 112 new clients, 19 continuing clients and a total of 390 sessions. Of these sessions, 87 were held face to face, 184 via telephone and 97 via video.

As our workforce returned to more face-to-face interactions, we continued to support work-life balance through our Flexible Workplace Policy.

---

### R U OK? Day

In 2023, we held an R U OK? day event at the Civic Centre providing workers with the opportunity to hear from an AccessEAP Counsellor on how to start an R U OK conversation along with EAP awareness. There was also health and activity stalls providing opportunities for health checks and healthy living advice provided by experts in the field.

Across the organisation all Mental Health First Aid Officers wore yellow R U OK shirts and promoted their role. R U OK? day biscuits were provided to all workplaces encouraging time out for a break and conversation.

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Penrith City Council employee in the field



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### Health Expos

In 2023, we held health expos across workplaces in the organisation including Ripples and the Kingswood depot. These health expos offered staff the opportunity to attend general health checks, skin checks and audiometry testing along with providing information on healthy living and supports available.

---

### SafeWork Month

This continued into our SafeWork Month initiatives, which included asking staff to have a break and a safety conversation over a SafeTEA. Promoting our Health and Safety Representatives and Mental Health First Aid Officers within the organisation through staff spotlight articles in the Staff Bulletin. Keynote speaker Patrizia Cassaniti 'Let's talk about safety' presented to our workers raising awareness of the importance of safety and speaking up in the workplace.

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### Flu Vaccination

251 employees received the flu vaccination at Council run clinics and 46 received reimbursements under our annual flu vaccination program.

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### Defibrillator Rollout

We continue the roll out of defibrillators within our community centres to provide access for our workers and the community.

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### Supporting those experiencing Domestic Violence

As part of our commitment to raising awareness and supporting people experiencing domestic violence our DV Safe Phone project has assisted in the collection and refurbishment of 307 mobile phones that have been redistributed to people within the community.

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## Our Policies

In 2023-24 we reviewed several of our policies and procedures, including:

- Disciplinary Policy
- Disciplinary Procedure
- Social Media and Communications Devices Policy
- Equity Diversity and Respect Policy

Reviewing these policies has clarified expectations and accountabilities for all employees, provided a more holistic approach to wellbeing and reinforced the health and wellbeing leave available to staff.

## Our Child Safe Organisation

It is essential that children and young people feel safe while taking part in community life, whether they are accessing our facilities or in the care of our services. Council has zero tolerance of child abuse, and is committed to protecting the physical, emotional, cultural and social wellbeing of all children and young people.

We are committed to reducing the likelihood of children being harmed, as well as improving our employees' ability to identify and appropriately respond to suspected harm, allegations and disclosures of abuse.

In 2023-24, we have strengthened ourselves as a Child Safe Organisation by implementing processes, developing resources and sharing information.

This included:

- Regular meetings with Child Safe and Wellbeing Group.
- Continuation of e-learning modules for staff.
- Educating staff through presentations at team meetings.
- Updating of the Child Safe intranet page for internal staff.
- Updating of the Child Safe website for the public.
- Developing key partnerships with other departments to conduct audits on public spaces to ensure child safety.
- Partnering with other Councils to ensure best practice.
- Educating departments on consultation with children.
- Fostering partnerships with key stakeholders and Council childcare centres to capture the voice of children.
- Consultation with children on key changes in the community, including park upgrades.
- Working with Executive Leadership Team to have members obtain their Working with Children Check.



Penrith City Council employees engaging children in hands-on science experiments





Children and Community members enjoying Hilltop Park, Caddens





# Appendices



# Appendix 1 Our Council

## Our Council Meetings

We are committed to ensuring all Council meetings are conducted in accordance with legislative requirements and that our community has the chance to participate in the decision-making process.

Council generally holds one Ordinary Council meeting a month and one Policy Review Committee meeting every second month, usually on a Monday night at the Penrith Civic Centre. These meetings are held in an open environment, with our Code of Meeting Practice guiding how meetings are conducted. Our website outlines what is required of members of the public who wish to address a meeting. Council meetings are live webcast and a recording provided on the website after each meeting.

Policy Review Committee Meetings allow Councillors to discuss and review policy issues and ask questions of Council officers in a more informal environment. All recommendations made by the Policy Review Committee are presented to the next Ordinary Meeting

for formal adoption. At times, Council needs to deal with highly sensitive issues and may decide to work in confidence, which means that members of the community are excluded from the discussion and decision making. This is called the Committee of the Whole. Every effort is made to minimise the number of confidential reports brought before Council.

In 2023-24 Council held 14 Ordinary Meetings and 5 Policy Review Committee Meetings, with 5 members of the public addressing Council on various issues and items of business.

To facilitate access to Council meetings for Councillors and members of the community, Ordinary Council and Policy Review Committee meetings are live audio broadcast, with Councillors able to attend meetings remotely if required, subject to approval from the General Manager. Council also uploads all audio recordings of meetings to its website for members of the public.

### Councillors' attendance at meetings July 2023 to June 2024

COUNCILLORS	ORDINARY MEETINGS		POLICY REVIEW COMMITTEE MEETINGS	
	NUMBER	ATTENDED	NUMBER	ATTENDED
Cr Bernard Bratusa	14	13 ♦	5	5
Cr Todd Carney	14	14	5	5
Cr Robin Cook	14	14	5	5
Cr Kevin Crameri OAM	14	14	5	5
Cr Mark Davies	14	13 ♦	5	5
Cr Sue Day	14	13 ■	5	5
Cr Ross Fowler OAM	14	13 ♦	5	4 ♦
Cr Glenn Gardiner	14	13 ♦	5	2 ♦♦♦
Cr Tricia Hitchen	14	11 ■♦	5	3 ♦■
Cr Karen McKeown OAM	14	13 ♦	5	5
Cr Jonathan Pullen	14	8 ♦♦♦♦♦♦	5	5
Cr Mark Rusev	14	14	5	5
Cr Marlene Shipley	14	14	5	4 ♦
Cr John Thain	14	11 ♦■♦	5	3 ♦♦

♦ APOLOGY   ■ LEAVE OF ABSENCE GRANTED   ● LEAVE OF ABSENCE GRANTED FOR COUNCIL RELATED BUSINESS

# Our Councillors' Fees and Expenses

## Councillors' fees and Expenses for 2023–24

COUNCILLOR FEES		
Fee Name	Amount (\$)	Detail
Mayor allowance	74,222	Mayoral Fee
Deputy Mayor allowance	18,809	Deputy Mayoral Fee
Councillors' fees	458,741	Councillors Fees
Overseas visits	-	
Councillor superannuation	60,577	Councillors Superannuation
Expenses and Facilities		
Office equipment	-	
Usage Charges		
Mobile phone calls and data usage	7,994	
Reimbursement to Councillors for mobile phone—not council-owned	800	Telephone and internet services
Reimbursement to Councillors for internet services not provided by Council	1,562	
Conferences and seminars	25,930	Training, conferences and seminars
Training and skill development	1,760	
Interstate visits	4,515	
Other Councillor costs	8,978	Miscellaneous expenses including stationery, uniform items, personal protective equipment, etc.
<b>TOTAL</b>	<b>663,888</b>	



## Our Councillors'

## Professional

## Development

Our councillors undertake a comprehensive Councillor Induction Session immediately following the Local Government Elections. Councillors also participate in further diversity training and ongoing supplementary development sessions throughout the term. The following table shows the training completed by our councillors in 2023-24.

### Professional development undertaken by our councillors in 2023-24

COUNCILLOR	STATUS	DATE
<b>Cr Bernard Bratusa</b>		
None		
<b>Cr Glenn Gardiner</b>		
None		
<b>Cr John Thain</b>		
None		
<b>Cr Jonathan Pullen</b>		
None		
<b>Cr Karen McKeown OAM</b>		
None		
<b>Cr Kevin Cramer OAM</b>		
None		
<b>Cr Mark Davies</b>		
None		
<b>Cr Mark Rusev</b>		
None		
<b>Cr Marlene Shipley</b>		
Planning for Councillors	Completed	30 January 2024
Code of Meeting Practice for Councillors	Completed	27 May 2024
Recruitment and Selection Skills	Completed	6 February 2024
Leadership Skills for Aspiring Women	Completed	15 February 2024
<b>Cr Robin Cook</b>		
Planning for Councillors	Completed	23 November 2023
First Nations Voice to Parliament	Completed	6 July 2023
Safety in Council Meetings	In Progress	31 August 2023
Net Zero Tracking Emissions - Webinar	In Progress	13 June 2024
<b>Cr Ross Fowler OAM</b>		
None		
<b>Cr Sue Day</b>		
None		
<b>Cr Todd Carney</b>		
None		
<b>Cr Tricia Hitchen</b>		
None		



## Our Committees and Organisations

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

### Delegated committees and entities by type, status and membership

COMMITTEE NAME	TYPE	STATUS	MEMBERSHIP
<b>Access Committee</b>	Section 355 Committee	Functional	Councillors, Community
<b>Andromeda Community Centre Management Committee</b>	Section 355 Committee	Functional	Community
<b>Arms of Australia Inn Management Committee</b>	Section 355 Committee	Functional	Community, Staff
<b>Audit, Risk and Improvement Committee</b>	Section 355 Committee		
<b>Community Junction*</b>	Community development organisation	Functional	Community
<b>Floodplain Risk Management Committee</b>	Section 355 Committee		
<b>Heritage Advisory Committee</b>	Section 355 Committee	Functional	Councillors, Community
<b>Jamison Park Netball Complex Management Committee</b>	Section 355 Committee	Functional	Community
<b>Nepean Community and Neighbourhood Services*</b>	Community development organisation	Functional	Community
<b>Penrith Community Safety Partnership</b>	Section 355 Committee	Functional	Community
<b>Penrith International Friendship Committee</b>	Section 355 Committee	Functional	Community
<b>Penrith Schools Boatshed Management Committee</b>	Section 355 Committee	Functional	User group representatives
<b>Penrith Seniors Centre Management Committee</b>	Section 355 Committee	Functional	User group representatives
<b>Policy Review Committee</b>	Section 355 Committee	Functional	Councillors
<b>Property Development Advisory Panel (PDAP)</b>	Section 355 Committee	Functional	Independent members
<b>Ray Morphet Pavilion Management Committee</b>	Section 355 Committee	Functional	User group representatives
<b>Resilience Committee</b>	Section 355 Committee	Functional	Councillors, Council Staff, Community Members
<b>The Parks</b>	Section 355 Committee	Functional	General Manager

\*Licence agreement

## OUR PARTNERSHIPS, COOPERATIVES AND JOINT VENTURES

During 2023-24 we also had delegates or directors elected or appointed to external boards and committees of:

- Cumberland Bush Fire Management Committee
- Cumberland Rural Fire service Zone Liaison Committee
- Fernhill Estate Community Trustee Board
- Floodplain Management Australia
- Local Traffic Committee
- Penrith CBD Corporation
- Penrith Lakes Executive Committee
- The Penrith City Children's Services Co-operative Ltd
- The Penrith Performing and Visual Arts Limited
- Penrith Valley Regional Sports Centre Ltd
- Penrith Valley Sports Foundation
- St Marys Town Centre Corporation
- Sydney Western City Planning Panel
- Strategic Advisory Committee – National Growth Areas Alliance
- The Parks – Sydney Parkland Councils
- Western Sydney Academy of Sport Advisory Board
- Western Sydney Regional Illegal Dumping Squad

## External Bodies Exercising Council Functions

Council is a member of CivicRisk Mutual which is a joint initiative established by councils in Western Sydney to give cost effective civil liability protection insurance.

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

## Companies in which Council held a Controlling Interest

Companies in which Council held a controlling interest during 2023-24 were:

- Penrith Performing and Visual Arts Ltd



Customer Experience counter in Civic Centre



# Appendix 2

## Our Corporate Governance

Australia has three levels of government. Local government is referred to as the third tier of government, behind the Australian Government and the state and territory governments. Penrith is one of 128 local government areas in New South Wales.

Local government plays a vital role and is responsible for the delivery of such things as local roads maintenance, parks, library services, and waste collection.

### Our Governance Framework

Our Governance Framework was adopted in June 2020. The Framework provides context to Council's practices and guides our compliance with governance responsibilities under various legislation.

Our Governance Framework outlines eight good governance characteristics which mean that we are:

1. Participatory
2. Responsive
3. Consensus oriented
4. Effective and efficient
5. Accountable
6. Equitable and inclusive
7. Transparent
8. Follows the rule of law.

To achieve high performance against these characteristics, we implement several mechanisms including policies, practices and systems which help staff and management perform to a high level. Some of these include maintaining an up-to-date policy register, risk register and administering a legislative compliance register.

In addition, we have a high-performing Internal Audit team supporting the Audit Risk and Improvement Committee, which drives continuous improvement.

We aim to be transparent in our operations through our public meeting cycle, as well as meeting all our regular reporting requirements such as financial and performance reporting.

### Our Code Of Conduct

Our Code of Conduct was adopted in August 2022 and is available on our website. It sets the standard for ethical behaviour and decision-making for our Councillors, staff and committees. The Code of Conduct helps to ensure that all Council representatives conduct themselves in a way that enhances public confidence in local government.

We actively promote the Code of Conduct to Councillors and staff, providing regular training so they understand and adhere to ethical standards relevant to their roles. We provide ongoing training through onboarding and e-learning programs to Councillors and staff.



Penrith City Councils Concierge Services

## Our Risk Management

We take a structured and proactive approach to risk management. Our comprehensive Risk Management Framework consists of a policy, strategy and plan, risk appetite statement, snapshot guide, risk registers (strategic, operational, project), legislative compliance system, crisis management plan and business continuity plans. In addition to our electronic Compliance Management System which covers high priority Acts and Regulations, the Risk function developed a Legislative Compliance Register which includes key details and links for all applicable Acts and Regulations.

Managers received training on the operation of the Framework and related processes. Two mandatory risk and legislative compliance reviews are facilitated with department managers every 12 months by Council's Risk function with the key risks, action plans and outcomes reported to the Executive Leadership Team and the Audit Risk and Improvement Committee.

Two reviews were conducted during 2023–24 requiring department managers to review their operational risk register and legislative compliance register and complete a self-assessment attestation.

We implemented a new approach to strategic risk management which sees the Executive Leadership Team participate in a deep dive session every two months looking at one or more strategic risks. During the year, the Executive Leadership Team performed deep dive reviews including risk assessment/rating and analysis of risk mitigation options, for the following top four risks:

- Financial sustainability
- Cyber security
- Major projects
- Disasters / catastrophic events.

## Our Internal Audit

Our Internal Audit function is a consulting model that provides independent assurance to management, the Audit Risk and Improvement Committee and Councillors on the adequacy of design and effectiveness of operations of a wide range of systems, processes and internal controls.

This year's Internal Audit Program represented the third year of the four-year Strategic Internal Audit Program. Key audits undertaken included:

- Depot Operations (major improvement required; 41 recommendations)
- Payroll Operations (some improvement required; 8 recommendations)
- Waste Contracts (some improvement required; 61 recommendations)
- Developer Contributions (some improvement required; 9 recommendations)
- Essential Eight and Cyber Security Guidelines (some improvement required; 40 recommendations)
- External Assessment of Internal Audit function (General conformance with the international standards for internal audit; six recommendations)
- Location Visits (Rainbow Cottage Childcare Centre, Penrith General Cemetery and St Mary library/ business centre and St Clair library; some improvement required; 24 recommendations).

These audits have delivered insightful findings and practical, value-adding recommendations for improvement.





## Audit, Risk and Improvement

### Committee

The Audit, Risk and Improvement Committee (ARIC) delivers fresh, constructive, collegiate, and strategically focused oversight to support Council's resolve for contemporary leading-edge governance, risk, compliance, audit arrangements, and improvement programs. The ARIC is responsible for (not limited to):

- Reviewing financial statements and external audit process.
- Monitoring and evaluating the effectiveness of internal audit function.
- Ensuring that Council adheres to legal and regulatory requirements, including compliance with accounting standards and regulations.
- Reviewing Council's risk management process to identify and address significant financial and operational risks.

The ARIC met five times during the financial year. Key topics of discussion included the review of the annual financial statements, updates on risk management, updates on major projects, organisational performance review and assessments of the internal audit function.

During this year, ARIC developed its new strategic workplan in line with new guidelines for Risk Management and Internal Audit for Local Government. ARIC also reviewed its charter and updated it in line with the new Office of Local Government (OLG) guidelines.

ARIC consists of three independent members and a Councillor.

Families enjoying an event in the Penrith CBD



Biographies of our ARIC independent members are outlined below.



**ELIZABETH GAVEY  
(CHAIR)**

**B Comm (Economics), LLB, GAICD**

Elizabeth joined our ARIC as an independent member in November 2017. A qualified solicitor, Elizabeth has over 30 years' experience in private legal practice, investment banking and the health sector, specialising in banking and commercial law with a focus on risk management and governance. She is also an experienced company director in the health sector, with a special interest in supporting people living with chronic health conditions and serious mental ill health. Elizabeth also serves as Chair on the audit committees of three other NSW councils and on the audit committees for the NSW Electoral Commission, the Office of Independent Review Officer, and the Audit Office of NSW.



**CARL MILLINGTON**

Carl joined our ARIC as an independent member in December 2022. Carl comes with extensive experience in risk management, performance management, internal and external auditing, financial reporting, accounting, management control frameworks, financial internal controls, governance and business

operations. He has 40 years' experience in preparing and auditing financial statements and auditing other councils. Carl is currently a member of three audit, risk, and improvement committees (and is the Chair of two).

Carl's qualifications and memberships are:

- Prequalified under the NSW Government Audit and Risk Committee Independent Chairs and Members Scheme
- Registered Company Auditor (no. 2980)
- Member of Chartered Accountants Australia and New Zealand (no. 24747)
- Fellow of the Governance Institute of Australia
- Member of the Australian Institute of Company Directors
- Associate Member of the Institute of Internal Auditors
- Fellow of the Local Government Auditors' Association of NSW Inc
- Bachelor of Accounting (ICAA)
- Graduate Certificate, Innovation and Entrepreneurship (University of Adelaide)
- Certificated Business Planner
- Registered Auditor under Fair Work (Registered Organisations) Act 2009.
- Graduate Certificate, Innovation and Entrepreneurship (University of Adelaide)
- Certificated Business Planner
- Registered Auditor under Fair Work (Registered Organisations) Act 2009.



**SHERIDAN DUDLEY**

Sheridan joined our ARIC as an independent member in December 2022. She is currently a member of five audit risk and improvement committees and six other boards. Sheridan has:

- 20 years' board-level experience in public and not-for-profit sectors
- 17 years' experience as a Company Secretary including at large national and international not-for-profit organisations.
- 30 years' experience as Chief Executive Officer and Leader for state and local government organisations and the not-for-profit sector.

Sheridan has significant experience in corporate governance, including legal and compliance matters, finance, audit and risk management, strategic planning, public policy and public sector reform, local government and education. Sheridan has a Bachelor of Arts, Bachelor of Law, Post Graduate Diploma of Criminology, and Master of Administration. She is currently in her final year of her Doctor of Education candidature at UNSW, and her thesis is on large scale system reform in the public sector.

Collectively, the independent members add extensive experience and expertise in the areas of governance, risk, performance reporting, improvement, accounting and audit.

## KEY AUDIT RISK AND IMPROVEMENT FINDINGS

- The number, size and complexity of major projects either underway or planned by Council is unprecedented. Many factors drive the successful delivery of projects – but especially capacity, good project management and good contract management. The ARIC noted management's advice that Council is close to reaching its point of peak capacity to manage those projects. Various programs of work are underway to uplift Council's project management and contract management capabilities which are being informed by recent internal audits in these areas. Given the rate of asset growth that Council is experiencing and the size of projects it is undertaking, the ARIC has a continued focus on all major projects and Council's project, contract and asset management uplift programs. Regular dashboard reporting on Council's major projects is being provided to Council's Executive Leadership Team monthly to ensure oversight and monitoring. The ARIC suggested Council considers options for further enhancing the oversight of major projects, including what outputs and outcomes indicate reduced risks and/or increased efficiency. Noted good progress in improving compliance with Council's Procurement Standards.
- The ARIC considered the draft financial statements for the 2022-23 financial year, noting that there had been a significant increase in the values for land and open space and recreation assets of \$686 million and \$72 million respectively and a corresponding increase in depreciation on the prior year of \$9.36M. Although the increase in value of Council's infrastructure, property, plant and equipment increases Council's total equity (by over \$1 billion), Council will not meet the OLG benchmark ratio for Operating Performance (benchmark >0%, Council's result -4.79%), nor the OLG benchmarks for asset renewals, backlog and asset management. These results highlight the need for Council to focus on delivering balanced and sustainable budgets and sound financial decision making in future years to ensure there is both the revenue and capability to maintain the significant number of assets both owned and planned by Council.
- The ARIC reviewed a gap analysis of Council's current Risk Management and Internal Audit functions against the recently implemented OLG Risk Management and Internal Audit guidelines (effective from 1 July 2024). Council is well advanced in achieving compliance with these guidelines, although a review and update of the Internal Audit Charter will need to be undertaken prior to 1 July to meet the requirements of the Guidelines.

## Our Legal Services Report

As well as using external legal firms, Council's internal Legal and Governance Group, which employs a Chief Governance Officer, Legal Services Manager, Legal Counsel, Solicitor, Legal Secretary, and a Paralegal provided a range of legal services in 2023-24. The Legal and Governance Group dealt with Council's property transactions, providing legal advice, litigation, conveyancing, subpoenas, and other specific issues for the organisation.

Council paid its external legal firms/consultants/court/process servers/barristers \$1,804,522 in 2023-24. This is compared to \$1,446,816 in 2022-23 and \$1,565,680 in 2021-22.

This expenditure was for general advice, preparing for court hearings, defending appeals, barrister's costs,

consultant expert costs and acting for Council in court actions.

Council has spent an estimated \$599,090 on the provision of legal services in-house during the financial year. This expenditure included an allocation for staffing costs, rent, maintaining a legal library and the provision of equipment. The Legal and Governance Department also derives income from cost orders in favour of Council. We recovered \$200,107 from cost orders by undertaking our own in-house legal services with respect to conveyancing and litigation.

Fines totalling \$17,600 have been recovered through prosecutions in the Local Court.

The net external expenditure on external legal services was \$1,586,815.

### Matters in the Land and Environment Court of NSW

CASE	STATUS	COSTS (\$)
Benjamin Vicary 1046 Castlereagh Road Castlereagh (2023/225169)	Closed	0
HSEM Management Pty Ltd 1 Water Street Wallacia (2023/262242)	Closed	\$16,221
Clement and Rita Camilleri 12-18 Judd Street Berkshire Park (2023/83166)	Closed	\$16,500
Principal Healthcare Finance Pty Ltd 94-100 Explorers Way St Clair (2023/65908)	Closed	0
888 Holdings NSW Pty Ltd 12 & 14 Manning Street Kingswood (2023/19714)	Closed	0
Prosperity Group 888 Pty Ltd 12-14 Edna Street Kingswood (2022/375439)	Closed	0
Mark Attard 143 & 145 Stafford Street Penrith (2022/282675)	Closed	0
Lilinance Investments Pty Ltd 1 Pheonix Crescent Erskine Park (2023/39596)	Closed	0
Emerald Retail Pty Ltd 16-20 Pages Road St Marys (2022/250503)	Closed	\$21,800
Carpenter Street Centre Pty Ltd ATF the Carpenter Street Centre Trust 246 Carpenter Street (2023/21189)	Closed	\$110,598
Elie Elias 1-3 Edna Street Kingswood (2023/105025)	Closed	\$24,641



CASE	STATUS	COSTS (\$)
SPNA Holdings Pty Ltd 36-38 Leonard Street Colyton (2023/076998)	Closed	\$62,385
Fobupu Pty Ltd 10-14 Lethbridge Street Penrith (2022/244999)	Closed	\$18,634
Tino Eboli 29-31 Marsden Road St Marys (2023/65562)	Closed	\$200,408
Statewide Planning Pty Ltd 27 Abacus Parade Werrington (2023/59166)	Ongoing	\$96,976
Parade Apartments Pty Ltd 7-11 Worth Street and 33 Rodley Avenue Penrith (2022/332974)	Closed	\$72,248
Fitzpatrick Investments Pty Ltd 68 Lockwood Road Erskine Park (2022/392005)	Closed	\$12,348
Mark Galea & Corinne Galea; Galea Group Pty Ltd 430 The Driftway Londonderry (2022/344776, 2022/326112, 2022/251771, 2022/344710)	Closed	\$5,014
Nor'Side Investments Pty Ltd 36-42 Great Western Highway Emu Plains (2022/433465)	Closed	0
Chaminda Bombuwala Detissera 312 Great Western Highway, St Marys (2023/294563)	Closed	\$2,501
Montessori Academy Group Developments Pty Limited 72 Park Avenue Kingswood (2023/277167)	Closed	\$3,000
HSEM Management Pty Ltd 1 Water Street Wallacia (2023/307178)	Closed	0

#### New matters in the Land and Environment Court

CASE	STATUS	COSTS (\$)
Universal Property Group Pty Ltd 22-23 Ainsbury Road, St Marys (2024/115551)	Ongoing	0
Youssef Aoun 8 Kunipipi Street St Clair (2024/037264, 2023/461450, 2023/426102)	Ongoing	0
Seaspray Corp Pty Ltd 31-33 Walter Street Kingswood (2023/364750)	Ongoing	\$797
Sonia Aghlmand 38 Musico Street Colyton (2023/285793)	Ongoing	0
Christopher Moujalli 55 Stafford Street Kingswood (2023/155954)	Ongoing	\$33,000

CASE	STATUS	COSTS (\$)
Nassar Daher and Zalfa Daher 23 Barker Street Cambridge Park (2023/104879)	Ongoing	\$1,023
Maryland Development Company Pty Ltd Lot 6 Wianamatta Parkway Jordan Springs (2024/18088)	Ongoing	\$34,376
Lots 1,2,3 and 6 Wianamatta Parkway Jordan Springs (2024/18101)		\$28,336
Lilnance Holdings Pty Ltd 196-198 Bennett Road St Clair (2023/441872)	Ongoing	\$9,525
Thornton North Penrith Pty Ltd 41, (part 184, and 192 Lord Sheffield Circuit Penrith (2024/172376)	Ongoing	\$2,918
184 Lord Sheffield Circuit Penrith (2024/172243)		
Ali & Eloise Houblos 131 Tadmore Road Cranebrook (2023/261790)	Ongoing	\$85,760
Station Lane Pty Ltd 1 Station Lane Penrith (2023/245274)	Ongoing	\$55,698
Nassar Daher and Zalfa Daher 23 Barker Street Cambridge Park (2023/104879)	Ongoing	\$74,920
Nassar Daher 86-88 Sydney Street St Marys (2023/076932)	Ongoing	\$30,150
Emanuel Homes Pty Ltd 36 First Street Kingswood (2024/163271)	Ongoing	\$8,442
Mark Ventures Pty Ltd 262-272 Caddens Road Claremont Meadows (2023/436024)	Ongoing	\$14,811
O'Connell Street Caddens Pty Ltd ATF O'Connell Street Caddens Unit Trust 46-66 O'Connell Street Caddens (2023/432754, 2023/433575 & 2023/433607)	Ongoing	\$39,892
Navneet Sandhu and Akanksha Sandhu 18 Enterprise Road Cranebrook (2023/302358)	Ongoing	\$15,744
Llandilo Property Holdings Pty Ltd 54 Fourth Avenue Llandilo (2024/154668 & 2024/154669)	Ongoing	\$7,896
Sally Bolic 2 Coowarra Drive St Clair (2023/287047)	Ongoing	\$11,564
Ecostay Pty Ltd 29-31 Castlereagh Street Penrith (2024/189554)	Ongoing	0
Joe Abboud 3 Blackwell Ave St Clair (2024/232514)	Ongoing	0
Denistone AB Pty Limited 11 Blaxland Ave Penrith	Ongoing	0

### Matters in the Supreme Court of NSW in 2023–24

MATTER	STATUS	COSTS INCURRED IN REPORTING PERIOD (\$)
Pheonix Chase Pakeho (2021/290956)	Ongoing	0
Marcus Cornish (2023/293388)	Ongoing	\$8,085
Beverly Warn & Chloe Warn (2024/132659)	Ongoing	0

### Matters in the District Court of NSW in 2023–24

MATTER	STATUS	COSTS INCURRED IN REPORTING PERIOD (\$)
Tristan Triccas	Ongoing	0
Anne Maree Trentor & Stephen John Harvey (2022/50633)	Closed	0
Lee Johnson (2022/40931)	Closed	0

### Matters in the Local Court of NSW in 2023–24

MATTER	STATUS	COST (\$)
Keith Anthony Coram	Closed	0
Cameron Parkin	Closed	0
Adam Francica	Closed	0
Nathaniel Nicholls	Closed	0
David McMillan	Closed	0
Jasmine Viney (x 2)	Closed	0
Mehment Ali Yagci	Closed	0
Colin Young	Closed	0
James Ferrier	Closed	0
Susan Smith	Closed	0
David Harding	Closed	0
Tony Babic	Closed	0
Steven Peeku	Closed	0
Sabrina Cook	Closed	0
Aaron Taylor	Closed	0
The Owners – Strata Plan 87058	Ongoing	0
Stephen Saltau	Ongoing	0
Liam McCarthy	Ongoing	0
Naeema Ahmad	Ongoing	0
CM Damania Investments Pty Ltd	Closed	0
Evelyn Kawati	Ongoing	0
Stacey Michelle Gosper	Ongoing	0
Jennifer Maranny Seng	Ongoing	0
Simon Peach	Ongoing	0
Thomas Fleeton	Ongoing	0
Steven Peeku	Ongoing	0

### Matters in the NSW Civil and Administrative Tribunal in 2023–24

MATTER	STATUS	COST (\$)
Marcus Cornish (2023/221915)	Closed	0



## Matters in the NSW State Coroner’s Court

MATTER	STATUS	COST (\$)
Inquest into the Death of Colin Neil Amatto (2019/68724)	Ongoing	\$57,950

Details of internal legal expenses are available to view in our supplementary statutory information. Costs quoted are the costs incurred on those matters within 2023-24 only.

The following table summarises Council’s legal expenses and monies recovered.

### Expenses and recovered monies in 2023–24

EXPENSES/RECOVERED MONIES	VALUE (\$)
External legal expenses	\$1,804,522
Internal legal expenses	\$599,090
Costs orders	\$200,107
Recovered fines	\$17,600

## Our Overseas Travel

There was one instance of overseas travel during 2023-24.

Councillor Ross Fowler OAM travelled to the United Kingdom between 5 September 2023 and 22 September 2023, to conduct presentations to London insurance underwriters and insurance brokers on behalf of the Member Councils of CivicRisk Mutual. Councillor Fowler represented in his role as Chair of CivicRisk Mutual. CivicRisk Mutual funded the cost of the visit.

## Access to Our Information

### GIPA REPORT

We reported the following Information in accordance with the Government Information (Public Access) Act 2009 (GIPA).

**Clause 8A:** Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.

REVIEWS CONDUCTED BY THE AGENCY	INFORMATION MADE PUBLICLY AVAILABLE BY THE AGENCY
Yes	Yes

We have had three internal reviews, all with the decision being upheld.

**Clause 8B:** The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications).

TOTAL NUMBER OF APPLICATIONS RECEIVED
59

**Clause 8C:** The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure).

NUMBER OF APPLICATIONS REFUSED	WHOLLY	PARTLY	TOTAL
	-	1	1
% TOTAL	-	100%	100%

## SCHEDULE 2: STATISTICAL INFORMATION ABOUT ACCESS APPLICATIONS TO BE INCLUDED IN ANNUAL REPORT

**Table A: Number of GIPA applications by type of applicant and outcome in 2023–24**

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN	TOTAL	% OF TOTAL
Media	-	-	-	-	-	-	-	-	-	-
Members of Parliament	-	-	-	-	-	-	-	-	-	-
Private sector business	3	1	-	-	-	-	-	-	4	6.67%
Not-for-profit organisations or community groups	1	-	-	-	-	-	-	-	1	1.67%
Members of the public (by legal representative)	10	5	-	4	-	-	-	-	19	31.67%
Members of the public (other)	14	13	1	2	-	1	-	5	36	60%
<b>TOTAL</b>	<b>28</b>	<b>19</b>	<b>1</b>	<b>6</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>5</b>	<b>60</b>	
<b>% OF TOTAL</b>	<b>46.67%</b>	<b>31.67%</b>	<b>1.67%</b>	<b>10%</b>	<b>-</b>	<b>1.67%</b>	<b>-</b>	<b>8.33%</b>		

Note:

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

**Table B: Number of GIPA applications by type of application and outcome in 2023–24**

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN	TOTAL	% OF TOTAL
Personal information applications*	2	-	-	-	-	-	-	1	3	5%
Access applications (other than personal information applications)	26	19	1	6	-	1	-	4	57	95%
Access applications that are partly personal information applications and partly other	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>28</b>	<b>19</b>	<b>1</b>	<b>6</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>5</b>	<b>60</b>	
<b>% OF TOTAL</b>	<b>46.67%</b>	<b>31.67%</b>	<b>1.67%</b>	<b>10%</b>	<b>-</b>	<b>1.67%</b>	<b>-</b>	<b>8.33%</b>		

Notes:

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

**Table C: Invalid GIPA applications in 2023–24**

REASON FOR INVALIDITY	NUMBER OF APPLICATIONS	% OF TOTAL
Application does not comply with formal requirements (section 41 of the Act)	34	100%
Application is for excluded information of the agency (section 43 of the Act)	-	-
Application contravenes restraint order (section 110 of the Act)	-	-
<b>Total number of invalid applications received</b>	<b>34</b>	<b>100%</b>
<b>Invalid applications that subsequently became valid applications</b>	<b>33</b>	<b>97.06%</b>

**Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to the GIPA Act in 2023–24**

	NUMBER OF TIMES CONSIDERATION USED*	% OF TOTAL
Overriding secrecy laws	-	-
Cabinet information	-	-
Executive Council information	-	-
Contempt	-	-
Legal professional privilege	1	100%
Excluded information	-	-
Documents affecting law enforcement and public safety	-	-
Transport safety	-	-
Adoption	-	-
Care and protection of children	-	-
Ministerial code of conduct	-	-
Aboriginal and environmental heritage	-	-
Privilege generally—Sch 1(5A)	-	-
Information provided to High-Risk Offenders Assessment Committee	-	-
<b>TOTAL</b>	<b>1</b>	<b>100%</b>

Note:

\* 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 to Table E.

**Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the GIPA Act in 2023–24**

	NUMBER OF TIMES CONSIDERATION USED*	% OF TOTAL
Responsible and effective government	-	-
Law enforcement and security	-	-
Individual rights, judicial processes and natural justice	18	94.74%
Business interests of agencies and other persons	1	5.26%
Environment, culture, economy and general matters	-	-
Secrecy provisions	-	-
Exempt documents under interstate Freedom of Information legislation	-	-
<b>TOTAL</b>	<b>19</b>	<b>100%</b>



**Table F: Timeliness of GIPA decisions in 2023–24**

	NUMBER OF APPLICATIONS*	% OF TOTAL
Decided within the statutory timeframe (20 days plus extensions)	60	100%
Decided after 35 days (by agreement with applicant)	-	-
Not decided within time (deemed refusal)	-	-
<b>TOTAL</b>	60	100%

**Table G: Number of applications reviewed under Part 5 of the GIPA Act by type of review and outcome in 2023–24**

	DECISION VARIED	DECISION UPHELD	TOTAL	% OF TOTAL
Internal review	-	3	3	100%
Review by Information Commissioner*	-	-	-	-
Internal review following recommendation under section 93 of the GIPA Act	-	-	-	-
Review of NCAT	-	-	-	-
<b>TOTAL</b>	-	3	3	
<b>% OF TOTAL</b>	-	100%		

Note:

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

**Table H: Applications for review under Part 5 of the GIPA Act, by type of applicant in 2023–24**

	NUMBER OF APPLICATIONS FOR REVIEW	% OF TOTAL
Applications by access applicants	3	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the GIPA Act)	-	-
<b>TOTAL</b>	3	

**Table I: GIPA applications transferred to other agencies in 2023–24**

	NUMBER OF APPLICATIONS TRANSFERRED	% OF TOTAL
Agency-initiated Transfers	-	-
Applicant-initiated Transfers	1	100%
<b>TOTAL</b>	1	





Penrith City Council employee attending to a tree



## Public Interest Disclosures

New Public Interest Disclosure legislation came into effect in NSW on 1 October 2023. The Public Interest Disclosures Act 2022 (PID Act) replaced the Public Interest Disclosures Act 1994. Council adopted its Public Interest Disclosure (PID) Policy at the Ordinary Meeting on 25 September 2023. The new PID Act is designed to promote a 'speak up culture' by making it easier for public officials to report serious wrongdoing and by providing greater protections for those who make PIDs.

Staff are aware of the new legislation and accompanying policy. The Policy is available on Council's website and iConnect. Further information is also available on iConnect.

We have rolled out training and awareness in line with the PID Act to all staff, Disclosure Officers, and People Leaders.

We also make staff aware of the Policy through:

- Ombudsman-provided training and awareness videos
- Email messages to all staff
- Links on our intranet
- Training provided to new staff during induction.

There were no Public Interest Disclosures (PIDs) for 2023-24.

### Public Interest Disclosures for 2023-24

	MADE BY PUBLIC OFFICIALS PERFORMING THEIR DAY-TO-DAY FUNCTIONS	UNDER A STATUTORY OR OTHER LEGAL OBLIGATION	ALL OTHER PIDS
Number of public officials who made public interest disclosures to your public authority	-	-	-
Number of public interest disclosure received by your public authority	-	-	-
Of public interest disclosures received, how many were primarily about:			
Corrupt conduct	-	-	-
Maladministration	-	-	-
Serious and substantial waste	-	-	-
Government information contravention	-	-	-
Local government pecuniary interest contravention	-	-	-
No. of public interest disclosures (received since 1 Jan 2021) that have been finalised in this reporting period	-	-	-

## Our Privacy Management Plan

We respect the privacy of our residents, ratepayers, employees and the people who use our services, and have adopted a Privacy Management Plan (PMP) which is on our website.

The purpose of the PMP is to ensure compliance with the Privacy and Personal Information Protection Act 1998, the Government Information (Public Access) Act 2009 and the Health Privacy Principles under the Health Records and Information Privacy Act 2002.

The PMP ensures the correct privacy practices are in place to protect the privacy of individuals through the appropriate management and protection of personal and health information held by Council.

There were no reported breaches for 2023-24.



## Our Prioritisation and Evaluation Process

# HOW DELIVERY PROGRAM ACTIVITIES ARE PRIORITISED



### 1a Profile

- What is the Activity?
  - Local Strategic Planning Statement
  - Sustainable Development Goals (SDG)
  - Penrith Resilience Action Plan (PRAP)
  - Disability Inclusion Action Plan (DIAP)
  - Strategy Register
  - Community
  - Councillor
  - Executive Leadership
- What existing evidence is there that the request addresses a strategic need?
  - What internal external resource does it require?
  - Can someone else do it?

### 1b Investment Required

- What Investment is required
- How long does it take to implement?

- Who will be impacted?
- How will they be impacted?
  - For How Long?
  - Will all the impact be because of us?
  - How do we know the impact will happen?
- Community Participation
- Community Engagement
- Councillor Strategy Workshops
- Executive Leadership

- Does the Activity Align with Community Outcomes?
  - Community Outcomes:
    - 1. We protect and enhance an ecologically sustainable environment**
    - 2. We are welcoming, healthy, happy, creative and connected**
    - 3. We plan and shape our growing City**
    - 4. We manage and improve our built environment**
    - 5. We have open and collaborative leadership**

- If the request is not funded will there be negative consequences for:
  - Other Council Activities
  - Public Confidence
  - Our Natural Environment
  - Meeting our Statutory Obligations

- Leadership Team decides whether to:
  - Fund and include in Delivery Program
  - Not Fund
  - Not Fund, but place on priority list.

And informs Council of priority decision.

## Our Project Management Methodologies

We developed a Project Management Framework (PMF) to establish consistent and effective project management practice and governance that is fit for purpose across Council.

The principal objectives of the Project Management Framework are to:

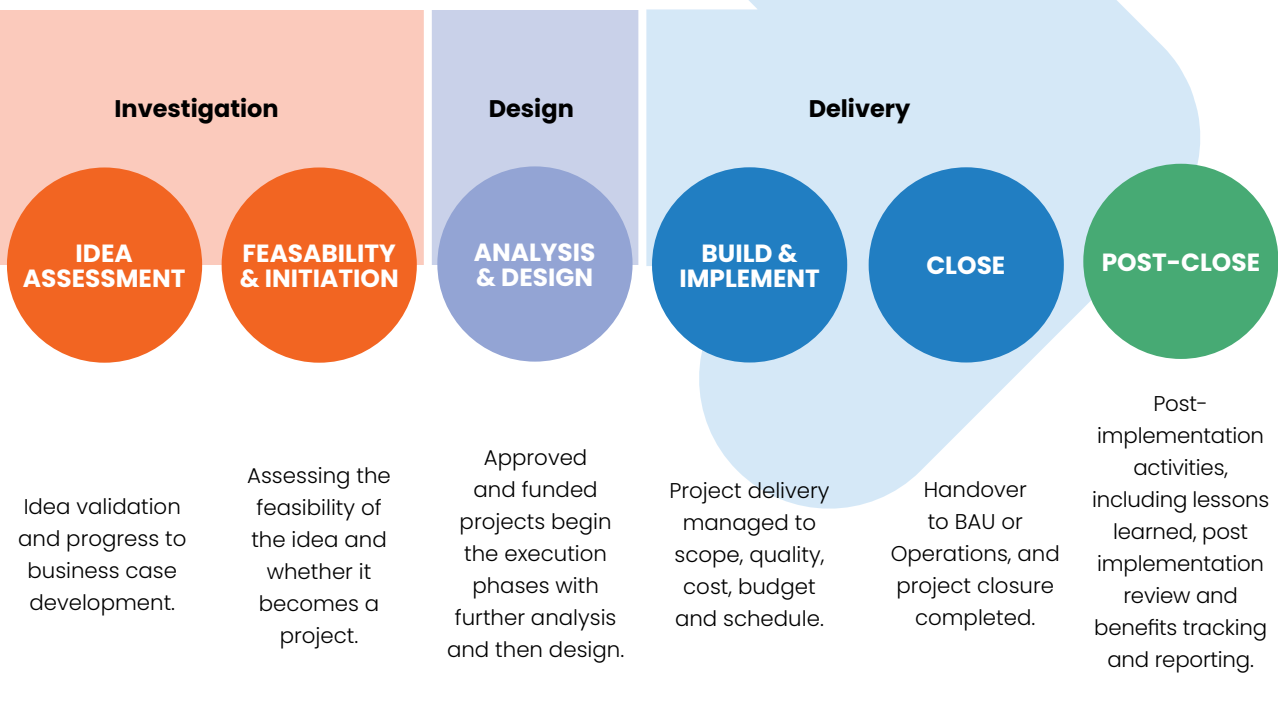
- Establish a Project Management Framework for managing all projects, programs and portfolios to support consistent methods for project delivery. This applies to capital and non-capital projects.
- Establish the guidelines and criteria for project classification and the definition of a project.
- Establish regular project, program and portfolio performance reporting.
- Support the annual prioritisation cycle for projects and programs.

Our Project Management Framework assists our employees in delivering even better project outcomes for our community. A graphic of our project management life cycle is below.

## Project Management Lifecycle

- ✓ Developed using experience from other organisations
- ✓ Designed to simplify terminology
- ✓ Make project management language consistent across the business

### Our Project Management Lifecycle



## Our Approach to Cyber Security

A strong Cyber Security Strategy that aligns with current best practice frameworks is essential to mitigate the risk of financial loss, employee and customer dissatisfaction, or damage to integrity and reputation.

This is a critical priority for Council as an organisation and for our employees. The increasing connectivity, reliance on technology, and evolving cyber threats require robust measures to protect sensitive information, ensure business continuity, and safeguard privacy.

Cyber-attacks such as phishing attempts, malware infections, data breaches, ransomware attacks, and network intrusions can and do happen worldwide daily. While some large-scale attacks are reported in mainstream media, many are not reported or go undetected.

Cyber security is an ongoing process, and we need to stay informed about emerging threats, adapt our defences and continuously improve our security posture.

We have continued our program 'SafeConnect,' a cyber security awareness campaign designed to educate staff on how to keep our technology environment, our data and our devices safe online. This includes a mandatory employee and Councillor eLearning module, attack simulation training, intranet information area and regular updates on the latest cyber threats.

There are four focus areas where information security vulnerabilities and threats could occur. These are:

- Networks and data communications
- Applications and databases
- Server (virtual and physical) environments and cloud environments
- Other physical and hardware components.

We have standards-based security measures and industry-recognised tools to protect us from malicious activities. These are supported by our policies and procedures to mitigate risks to our networks and systems.

We have been progressively implementing security measures that align with the Essential 8 and Cyber Security Framework cyber mitigation strategies. These help to protect us from various cyber threats. We also conduct annual penetration testing to uncover vulnerabilities or weaknesses and undergo regular audits on our progress.

We have a Cyber Security Analyst within our ICT team. The team provides quarterly updates to the Leadership Team and regular six monthly reports to the Audit, Risk and Improvement Committee, detailing the current situation and progress in implementing our Cyber Security Strategy.

There have been no breaches of our networks or systems that required reporting to the Australian Cyber Security Centre or the Office of the Australian Information Commissioner in 2023-24.



Individual working on a laptop



# Appendix 3

## Strengthening Our Community

### Celebrating our First Nations Culture

First Nations people and culture continues to be a cornerstone of the Penrith community, contributing to its vibrancy, richness, and significance. Between 2023–24, we have made significant strides to foster deeper connections and support the growth of First Nations initiatives within our region. Our relationships with the Darug and Gundungarra language groups have flourished, reflecting our commitment to honouring and preserving the cultural heritage of this place. We have ramped up our engagement with Penrith's Aboriginal community-controlled sector and have begun connecting with organisations exploring reconciliation.

Relationships have been instrumental in the development of Council's new Acknowledgement of Country policy, the St Marys First Nations Heritage Study, and initiatives like the Cranebrook Bushfoods Trail. These initiatives are designed to celebrate and protect the cultural landscapes and traditions that are integral to the identity of Penrith.



Traditional Cultural Burning



Traditional and ceremonial Aboriginal dance

A highlight of the year was hosting Penrith's first Aboriginal Community Controlled Organisation (ACCO) gathering. This landmark event brought together First Nations community leaders and representatives to explore critical themes such as reconciliation, emerging needs, and the pressing issues and trends affecting First Nations peoples in Penrith. This gathering marked a significant step in our ongoing commitment to addressing the needs of our First Nations communities.

Council continues to play a pivotal role in sector development through our active support of the Nepean Blue Mountains Aboriginal Network and the NSW Local Government Aboriginal Network. These collaborations are essential in strengthening the capacity of the First Nations sector to design, lead and achieve culturally relevant and safe social interventions, and ensuring that their voices are heard at both local and state levels. Several planning days on key initiatives such as: NAIDOC celebrations, cultural mapping and sector planning have taken place.

Council continues to provide strategic advice and support for emerging Caring for Country initiatives, including the NSW Department of Planning, Housing and Infrastructure's Caring for Country Aboriginal Outcomes Strategy, Greater Local Land Services First Nations Ranger Program, and the Firesticks Mentoring Program. These

initiatives have now shaped and formed several partnerships that provide Council with opportunities to show respect and support First Nations peoples rights to self-determination.

Through these efforts, we continue to embed First Nations values and perspectives across all facets of our work, recognising that our journey towards reconciliation and cultural understanding is ongoing. The progress we have made this year reflects our commitment to listening, learning, and taking meaningful action in partnership with our First Nations communities.

## Valuing our Health

Council continues its commitment to improving the health of our community through its continued involvement in the Western Sydney Health Alliance a collaboration of local, NSW and Australian Government representatives. We also continue to strengthen our partnership with NSW Health, the Nepean Blue Mountains Primary Health Network, Greater Western Aboriginal Health Services and other local health providers.

NAIDOC 2023 showcased a partnership between Penrith City Council, NSW Health, Penrith Health Network and Aboriginal Community Controlled Health Organisations (ACCHO), as partners joined together to deliver health checks and vaccinations to First Nations peoples in attendance. NAIDOC events such as the one at Jamison Park provided a culturally relevant activation for First Nations peoples in Penrith, enabling outreach services an invaluable opportunity to reach First Nations peoples. It also underscored the importance of culturally relevant events and activations in promoting health and wellbeing across our City.

Other health projects such as the First Nations Disability Discussion Paper and the development of demographic tools and technical reports on places in Penrith and



Community participants at Village Café event

communities of interest are helping to shape a refreshed Health Action Plan. The Health Action Plan will have a priority focus on meeting basic needs, access to health together with liveability and connectedness and will guide shared health priorities for Council and partners over the coming years.

## Our Village Café

The Village Café is a community wellbeing initiative which includes regular events in North St Marys, Kingswood and Llandilo. The Café provides opportunities for social connection, access to health and community services, and access to cultural activities for older and socially isolated residents across Penrith.

The Village Café continued to offer diverse activities to promote wellbeing, including access to local support services, drumming workshops, immunisation, clay workshop, card making workshops, digital literacy support, hearing checks, free dental checks and scam awareness. Council responds to community feedback to ensure activities meet local needs and interests.

In 2023-24 the Village Café was extended to Wallacia as part of Council's response to recent flooding events. This provided residents with access to information about future emergency preparedness and



Community member attending Our Village Café

opportunities to connect socially and discuss local matters. Services such as the NSW Reconstruction Authority, Service NSW, Active Care and Peppercorn Community Services connected with residents who had not accessed their services in the past.

Village Café is delivered in partnership with many organisations, including Nepean Blue Mountains Local Health District, Wentworth Health Care, Westcare, Likemind, Community Junction, Nepean Community and Neighbourhood Services, Penrith Women's Health Centre and Uniting.

## Financially



Community members attending Our Village Café



# Case Study

## 16 Days of Action Against

## Gender-based Violence 2023

The 16 Days of Action Against Gender Based Violence is an annual, global campaign led by UN Women which runs from 25 November (International Day for the Elimination of Violence Against Women) to 10 December (Human Rights Day). During this time, communities around the world join the call to prevent and eliminate violence against women and girls.

Each year, Council partners with local services to deliver the campaign in the Penrith Local Government Area. The activities delivered as part of 2023 campaign included the return of 'Walk Against Violence' at the Nepean River which saw 250 community members take part. The event started with speeches by the Mayor, Councillor Todd Carney, Nepean Police Area Command Superintendent Trent King and a representative from the Nepean Domestic Violence Network.

At the conclusion of the walk, community members enjoyed a free breakfast BBQ supported by the Rotary Club, coffee and live music. The Zonta shoe display showcased a powerful representation of women and children killed in 2023 and a yarn bombing installation along the Great River Walk built community awareness about domestic and family violence.

The Penrith Civic Centre was also lit up orange as part of the campaign which includes a call to 'Orange the World' (wear orange or make a physical space orange) to raise awareness.

Council's social media featured posts that promoted violence prevention messages and brought awareness to events taking place over the 16-day period.



Community members walking against Gender-based violence



## Supporting

## Our Community

Penrith City Council offers a range of funding opportunities to support and amplify a diverse range of social and cultural activities.

During 2023–24 the Community Funding Program was revised to improve efficiency, deliver better access to funding and greater flexibility to respond to changing community needs. The program, underpinned by the Community Funding Program Policy supports the following five grants:

- Thriving Communities Grant, previously known as the Community Assistance Program
- Safe Communities: Domestic and Family Violence Grant
- Magnetic Places Grant
- Local Creativity Grant
- Local Events Grant

Grants will commence 2024–25 and 2025–26.

During 2023–24 we distributed \$145,000 through various existing programs. The Community Assistance Program supported 33 applications from community organisations or groups to a total of \$47,424.

Financial assistance was also provided through subsidies to organisations, subsidies to bands and the Mayoral Music Scholarship and Mayoral Art Award. The Magnetic Places placemaking grant distributed \$49,832 among four applicants who delivered artistic and placemaking initiatives in key neighbourhoods.

Council provided 22 Sports Travel Donations in 2023–2024 totalling \$5,400 for individuals taking part in 17 sports including Oztag, Gymnastics, Singing, Breakdancing, Oztag, Touch Football, Basketball, STEM (Science, Technology, Engineering Mathematics – School competition), Swimming, Weightlifting, Football, BMX, Taekwondo, Softball, Tumbling, Triathlon and Dragon Boating.



Penrith City Council Employee reading to children

## Supporting Our Children

### CHILDREN'S SERVICES REPORT

In the 2023–24 financial year, we provided quality education and care for children aged 0–12 years old, by managing services to meet the needs of local families. These services included:

- 19 Long day care centres
- 20 Before and after school care services
- 6 preschool services
- 7 vacation care services.

We also managed other projects including the Mobile Playvan, Children and Parenting Project and the Aboriginal and cultural program.

These diverse services and projects have met family and community needs by providing:

- Care to over 4,000 children daily
- An all-inclusive fee for working families and a high-quality education program for children aged 0–6 years and 6–12 years in long day care, before and after school care, and preschool environments.
- A transition to school program to prepare children for primary school and high school.

We have also supported the inclusion of children by:

- Providing programs and specialised staff to help over 69 children with additional needs and disability by developing curriculum programs that provide coaching and mentoring to services to ensure the implementation of the Early Years Learning and My Time: Our Place Curriculum Framework.
- Providing funded programs to support 396 Aboriginal children in our Long Day Care, Preschool and OSHC services which is 9.3% of total enrolments.

In the 2023–24 financial period, we continued to achieve key outcomes from the 2022–26 Strategic Plan which included the following:

- 18 services assessed under the National Quality Framework Assessment and Rating process. We have received excellent results with all services meeting or exceeding the national quality standards.
- A Crisis Management Plan to provide a robust outline of how Children’s Services will prepare for, and respond to, emergency situations that cannot be managed at the local level using standard operational procedures.
- The employment of a speech therapist to support children with National Disability Insurance Scheme Packages (NDIS) or requiring specialised speech therapy support.
- A rostering system to support services with their staffing requirements.
- Customer Relationship System to manage all incoming requests and enquiries by centralising all interactions and communication via Customer Connect.

- Lobbying extensively with the NSW and Australian Governments for improvements to the Childcare Subsidy for vulnerable and low-income families.
- Parent meetings and annual surveys for evaluations of our services directly managed by Council.
- The development of a cultural canvas competition across our 20 before and after school care services to instil five core behaviour values which include Safe, Respectful and Confident relationships.

Our centre cooks attended a cook forum in October 2023. The cooks were engaged in Allergy and Anaphylaxis workshops at the forum presented by Kathryn Mulligan from NSW Health.

Five staff members attended Early Childhood conferences or symposiums.

During the year, we faced staffing challenges particularly with assistant roles. We completed a review to assess our recruitment process which has led to:

- A streamlined recruitment process to be more competitive with the private sector.
- Employing a Talent Recruitment Specialist.

## OUR LIBRARY SERVICES FOR CHILDREN

Penrith City Library Services’ dedicated Children’s Programs Team has four full-time and one part-time staff member involved in planning and delivering an engaging range of programs and activities during 2023–2024.

Weekly Little Learners early literacy programs for preschoolers included Baby Time and Story Time sessions at Penrith, St Marys, and St Clair library branches.

Story Time explored popular themes such as animals, bedtime, and families, as well as cultural and community celebrations like Chinese New Year, Eid, Harmony Day and NAIDOC Week. AUSLAN was used at the introduction of every session and AUSLAN interpreters attended three times interpreting stories and songs shared in those sessions. A special Darug story time with author Jasmine Seymour was a highlight for families.

This year saw the introduction of a new Early Years’ Program at Penrith City Library. Toddler Time is an energetic program designed for children aged 1 – 3 years to engage in singing, stories, movement, language, and play.

There were 272 Early Years sessions delivered during the 2023–2024 period with 10,939 people attending.

After school activities including chess club, Dungeons & Dragons, brick building, and arts and crafts were offered for children aged 6 – 14 years at Penrith and St Marys branches. Three HSC lectures for English and Mathematics were offered to children aged 16 – 17 years. After school programming was delivered by professional facilitators such as Sydney Academy of Chess, experienced HSC educators, and library staff. 754 people participated in 51 sessions.

School holiday activities at Penrith City Library attracted 665 young people across 23 sessions. These sessions included hands-on workshops including arts and







Community members participate in a summer storyline in the Garden series



crafts, writing and illustration classes, author visits, science and magic workshops, and special story times. The Library collaborated with The Joan Sutherland Performing Arts Centre to bring the book *Alphabetical Sydney* to life on stage and at the Mondo with a pop-up library and an illustration workshop presented by artist Antonia Pesenti. The school holiday programs were available for children from 3 to 17 years of age.

Penrith City Library collaborated with the Penrith Regional Gallery to deliver a Summer Storytime in the Garden series. Preschoolers and their families enjoyed stories, songs, and art outdoors in the heritage garden setting of Penrith Regional Gallery – Home of the Lewer's Bequest. The three events in the series attracted 136 people. Following this success, the Library team presented an Easter Story Time in the Garden event which entertained 109 people.

Penrith City Library offers a specialist toy service to help support children with disability or specialised learning needs. With a referral, children have access to switch-adapted,

sensory and educational toys. These specialised resources can help with social inclusion, enable play opportunities, and give children a chance to learn independently. The Toy Library Outreach service has 30 active members, resulting in 506 items being loaned for the 2023–2024 period.

The general Toy Library collection includes sturdy toys for children aged 0 – 8 years, including baby toys, construction sets, puzzles, vehicles, and role play toys. The service is available for browsing and borrowing seven days a week during branch opening hours. The 2023–24 period saw an increase in loans from the general toy collection from the previous year with 11,422 items being borrowed. Penrith City Library Service purchased an additional \$20,000 worth of new items to add to this popular collection during this period. There has been a significant increase in the number of STEAM resources and family board games added to the collection. This includes the purchase of programmable robotics kits for use in school holidays and after school programming.

Penrith City Libraries offer an extensive collection of children's board books, picture books, graded readers, magazines, junior fiction and non-fiction books including Premier's Reading Challenge titles for kindergarten to Year 9. An extensive collection of classic and contemporary fiction and graphic novels for teens and young adults is a popular collection point.

The book collection is complemented by DVD's, talking books on CD, online resources such as eAudio books and eBooks, and audio-visual content that is accessible via platforms Beamafilm, Indyreads, Borrowbox, Libby, and uLibrary digital platforms.

Students have access to an online study help service through Studiosity in addition to a range of educational eResources.

An interactive reading pod is available at Penrith City Library for children to listen to stories in English and other languages.

Library membership is free to all children living in New South Wales.



## Library Services

### NATIONAL RECONCILIATION WEEK AT PENRITH LIBRARY (27 MAY – 3 JUNE 2024)

Penrith City Library hosted author talks, organised craft activities and displayed books and banners to recognise and acknowledge our First Nations people and culture.

Wiradjuri woman, Brenda Matthews, author and co-director of the book and documentary, *The Last Daughter*, joined us for a very memorable and meaningful National Sorry Day talk. Our audience was very moved by Brenda's story and enthusiastically engaged in the open discussion held at the end of the session.

Dharug woman, Jasmine Seymour, local author and artist, presented a special Story Time at Penrith City Library for our young audience. Families had the best time reading, singing, dancing, crafting, and learning Dharug language.



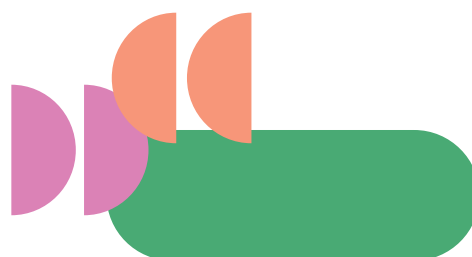
### SCIENCE AT PENRITH CITY LIBRARY

Throughout the year our members enjoyed four science seminars covering topics such as the Eureka Prize nominated 1 Million Turtle Project, Meta Human and Artificial Intelligence, the Great Cicada Blitz and Seven Sisters Star Constellation in Aboriginal and Greek Mythology. All four seminars were very well attended and run in partnership with the 'Science at the Local' group which is based in the Blue Mountains.



### SENIORS AT PENRITH CITY LIBRARY

Throughout the year the Library ran several useful information talks in partnership with Services Australia for our senior community members on topics such as super funds, aged pensions, retirement options and aged care fees and charges.



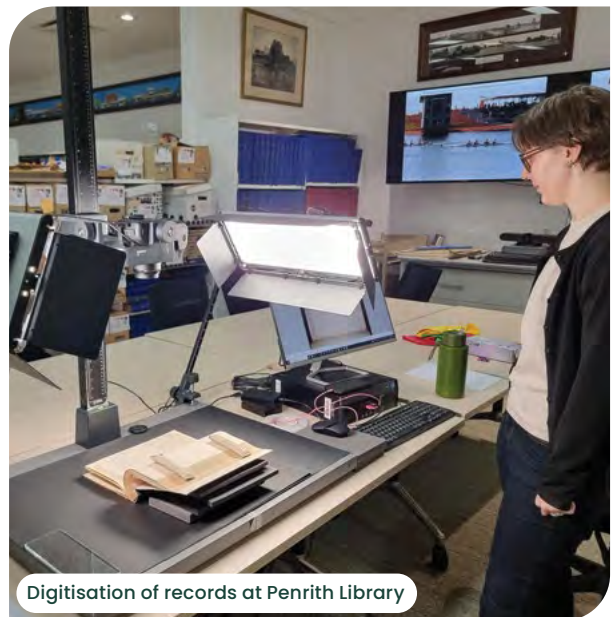
## HUBLET – NEW TECHNOLOGY AT ST MARYS LIBRARY

St Marys Library is now loaning tablets to members through a device called Hublet. The unit holds six tablets that are loaded with apps for easy access to e-books, e-magazines and all online resources. Beside the apps, internet access is available, and patrons have up to two hours free use of the devices. Young users of St Marys Library have been especially enjoying the Hublet.



## DIGITISATION OF LOCAL HISTORY RECORDS AT PENRITH CITY LIBRARY

Our Danielle Embleton, Research Services Librarian, applied for and received a grant from Ancestry.com.au to digitise over 170 Library resources including local rate and valuation books, building registers and noxious trades from 1871 to the 1960s. In May, the Library team welcomed the Ancestry team who began their work in the Research Room with our Retention and Disposal Officer, providing advice and guidance on items to be included in the project. The digitised pages will shortly become available on Ancestry.com.au and the Library will also receive a copy. These digitised records are a very valuable addition to our Local Studies collection and will be very useful for family and local history researchers.



## Celebrating the home library service

Council received some lovely feedback from a customer about our Home Library Service which provides free monthly deliveries of library items those who are less mobile, ill or have disability.

The letter said, "A very heartfelt thank you for the several years of help. You are all angels. Your service is invaluable for keeping us home-restricted customers happy and occupied. Having a range of reading keeps our brains busy when sickness lets us down."

Congratulations to the Library team for their dedication to the Home Library Service which has 170 clients!



## Valuing Our Volunteers

### LIBRARY VOLUNTEERS

The Justice of the Peace (JP) volunteer library service delivers seven sessions, across three branches from Monday to Friday. The JP service is consistently one of the Library's most popular services with most sessions booked out in advance. Our ten JPs regularly certify anywhere between 50 and 100 documents a session.

The Home Library Service (HLS) volunteers have been an asset for the HLS team as they select material for patrons who are unable to access the Library themselves. Our four volunteers tailor their selections to each patron's preferences and do a wonderful job in providing our customers with the material they enjoy.

Our two Research Services volunteers continue to transcribe local history resources, and process and rehouse parts of the Local History collection.

The Digital Help sessions are extremely popular at Penrith and St Marys. With the help of our partners at The Digital Literacy Foundation, who provide us with two tech mate volunteers, customers receive one-on-one help on everything from mobile phone use, email, general computer help and accessing the library's digital content. Their efforts help to increase digital literacy in the community and reduce the digital divide.

### BUSHCARE VOLUNTEERS

Our Bushcare Volunteering Program fosters partnerships with the community to deliver environmental outcomes. Volunteers include individuals, schools, community groups and corporate organisations who volunteer their time in Council owned and managed bushland reserves to improve the natural area. Our City is home to koalas, platypus and the endangered Cumberland Plain Woodland. Volunteers undertake planting, weeding, litter collection, flora and fauna monitoring, mulching, erosion control, track maintenance and nature walks.



Volunteer JP service



Community volunteers working as part of the Bushcare program

### IN 2023-24, THERE WERE:

**2,540**

People who volunteered



**6,246**

Native plants planted by volunteers



**4,741**

Volunteer hours that consisted of:

**Bushcare**

**2,499**  
hours by  
759 volunteers

**Events**

**1,083**  
hours by  
1,269 volunteers

**School**

and Community

**878**  
hours by  
431 volunteers

**Corporate**

Groups

**281**  
hours by  
81 volunteers



## WE RAN:

**133**  
Bushcare  
sessions 

**23**   
Events  
(excluding Bushcare sessions)

## WE HAD:

**41**   
New volunteers  
registered

**40**   
Species collected for  
nursery propagation  
by volunteers

**198**   
Species processed  
in the nursery for  
propagation by  
volunteers

## WE COLLECTED:

**37**   
Kilograms of litter

## ENTERTAINMENT STUDENT PLACEMENTS

Students from year 11 and 12 studying Entertainment as part of their HSC must do 40 hours of work placement each year.

Over 10 events in 2023–24, students from Penrith and Blacktown LGAs completed;

- 93 placements
- 623 placement hours



## Great feedback for our Bushcare team

A community member with our Bushcare team expressed how much they enjoyed taking part in the monthly volunteering day, which included regenerating the degraded riparian corridor.

The volunteer praised the efforts of our team including group supervisor, Brendan Fahey, who led the group in weeding and planting activities.

The volunteer said, "This was my first time doing such a thing and I really enjoyed it. It was very interesting. Brendan and all the others were warm, welcoming, and helpful. Brendan made the onboarding smooth. I'm looking forward to attending more sessions."

# Appendix 4

## Our Program of Works

We carried out an extensive program of works across the LGA in 2023–24, as detailed in the following tables and lists.

### Road resurfacing by location in 2023–24

STREET NAME	LOCATION	SUBURB
Osprey Place	Sandpiper Crescent to End	Claremont Meadows
Corsair Crescent	Soling Crescent to Soling Crescent	Cranebrook
Whipbird Place	Cockatoo Road to End of Road	Erskine Park
Pardalote Place	Friarbird Crescent to End	Glenmore Park
Calgaroo Crescent	Manning Street to Manna Place	Kingswood
Gilja Glen	Casuarina Circuit to End	Kingswood
Jamison Road	Jean Street to Elliot Street	Kingswood
Marlock Street	Peppermint Street to End	Kingswood
Walsh Place	Bringelly Road to End	Kingswood
Seventh Avenue	Third Avenue to Terrybrook Road	Llandilo
Leitch Avenue	Howell Road to Sutherland Road	Londonderry
Nutt Road	Boscobel Road to Devlin Road	Londonderry
Kerrs Road	Mount Vernon Road to End	Mount Vernon
Chain-o-ponds Road	Kings Hill Road to The Northern Road	Mulgoa
Castle Road	Ulm Road to End	Orchard Hills
Samuel Marsden Road	Landsdowne Road to Flinders Avenue	Orchard Hills
Karuah Road	Illawong Avenue to End of Road	Penrith
Martin Street	Bridge to Cul-de-sac	Regentville
Easterbrook Place	Jason Ave to End	South Penrith
Gemini Close	Bayley Road to End	South Penrith
Hingerty Place	Jason Avenue to End	South Penrith
Bartock Grove	Walkers Lane to Cul-de-sac	St Clair
Bax Glen	Walkers Lane to Cul-de-sac	St Clair
Belbowrie Glen	Berrigan Close to End	St Clair
Berrigan Close	Coowarra Drive to End	St Clair
Flintlock Drive	Todd Row to Todd Row	St Clair
Halifax Court	Lockheed Circuit to End	St Clair
Hay Close	Aldan Place to End	St Clair
Lockheed Circuit	Bennett Road to Bennett Road	St Clair
Morningbird Close	Autmleaf Parade to End	St Clair
Mustang Avenue	Explorers Way to Chatsworth Road	St Clair
Nomad Grove	Lockheed Circuit to End	St Clair
Sandalwood Avenue	Chardonnay Road to Diamantina Close	St Clair
Sunray Crescent	Timesweep Drive to Evenstar Place	St Clair
Walkers Lane	Coowarra Drive to Bartok Grove	St Clair
Bannister Way	Dampier Street to Warburton Crescent	Werrington County
Gillen Court	Hartog Drive to End	Werrington County
Meehan Avenue	Hartog Drive to End	Werrington County
Barley Glen	Brookfield Avenue to End	Werrington Downs

### Road Reconstruction by location in 2023–24

STREET NAME	LOCATION	SUBURB
Maple Road	Debrincat Avenue to Viney Street	North St Marys
Jamison Road	Evan Street to Chapman Avenue	Penrith
Fragar Road	Bluegum Avenue to Maxwell Street	South Penrith

### Footpath Construction by location in 2023–24

STREET NAME	LOCATION	SUBURB
Myrtle Road	Sunflower Drive – Massa Place	Claremont Meadows
Caddens Road	Bringelly Road – Bus stop (southern side)	Kingswood
Oag Crescent	Bringelly Road – Piper Close	Kingswood
Leonay Parade	Buring Avenue – Leonay Parade	Leonay
Castlereagh Road	Peachtree Road – Mullins Road	Penrith
Blackwell Avenue	Banks Drive – Southern Boundary of Saunders Park	St Clair
Wilson Street	Atchison Street – Barker Street	St Marys
Roebuck Road	William Street – Burton Street	Werrington

### Shared footpath Construction by location in 2023–24

STREET NAME	LOCATION	SUBURB
Caddens Road	Bringelly Road – Angophora Avenue	Kingswood
Coreen Avenue	Combewood Avenue– Coombes Drive	Penrith
Forrester Road	176– 242 Forrester Road	St Marys

### Shared footpath reconstruction by location in 2023–24

STREET NAME	LOCATION	SUBURB
Cobb Avenue	Snowden Street - Elmbridge Road	Jamisontown
Thurwood Lane	Elmbridge Road - Thurwood Avenue	Jamisontown
Lethbridge Street	west of Doonmore Street	Penrith
Woodriff Street	Henry Street- Soper Place	Penrith
Samuel Foster Reserve	Bayley Road - existing path	South Penrith
Southstone Close	Bickely Road - Cul-de-sac end	South Penrith

### Drainage construction by location in 2023–24

STREET NAME	LOCATION	SUBURB
Samuel Foster Reserve	Cosgrove Crescent - Morphett Street	Kingswood
Sweet Water Grove	16 Sweet Water Grove	Orchard Hills
Wentworth Road	Cross Road - Carolyn Chase	Orchard Hills
Narooma Avenue	8 Narooma Avenue	South Penrith



### Traffic calming / Pedestrian Crossing construction by location in 2023-24

STREET NAME	LOCATION	SUBURB
Herbert Street	Pedestrian Crossing near Harrow Road	Cambridge Park
Trinity Drive	Pedestrian Crossing near Cambridge Gardens Public School	Cambridge Gardens
River Road	Pedestrian Crossing at Nepean Street	Emu Plains
Tench Avenue	Pedestrian Crossing 100m north of roundabout	Jamisontown
Bringelly Road	Pedestrian Crossing at Montgrove College	Kingswood
Caddens Road	Pedestrian Crossing at Bringelly Road	Kingswood

### Pedestrian refuge construction by location in 2023-24

STREET NAME	LOCATION	SUBURB
Herbert Street	Pedestrian refuge near Sports Centre	Cambridge Park
Myrtle Road	Pedestrian refuge between San Diego Street and Mundowie Place	Claremont Meadows
Cox Avenue	Pedestrian refuge near Parker Street	Penrith

### Speed hump construction by location in 2023-24

STREET NAME	LOCATION	SUBURB
Francis Street	1 speed hump between William Street and Tumbridge Crescent	Cambridge Park
Myrtle Road	3 speed humps between Massa Place and Sunflower Drive	Claremont Meadows
Ridgetop Drive	1 speed hump between Wattlebird Crescent and Monarch Circuit	Glenmore Park

### Bus shelter construction by location in 2023-24

STREET NAME	LOCATION	SUBURB
Hewitt Street	In front of hotel	Colyton
Greenwood Parkway	Opp 159 Greenwood Parkway	Jordan Springs
Cooper Street	No.44 Cooper Street	Penrith
Maxwell Street	West of Fragar Road	South Penrith
Great Western Highway	East of French Street	Werrington

### Blackspot Program construction by type and location in 2023-24

STREET NAME	LOCATION	SUBURB
Hewitt Street	Speed hump near Tanderra Street	Colyton
Evan Street	Intersection upgrade at Evan Street and Stafford Street	Penrith
Forrester Road	Improve line marking and stop-giveway treatment between Glossop Street and Christie Street	St Marys

## Building Asset Renewal by Project and Location

PROJECT DESCRIPTION	LOCATION
SES Headquarters Operational Centre roof renewal	Claremont Meadows
Blue Emu CCC Minor renewal and high-risk work	Emu Plains
Penrith Regional Gallery Air-con Renewal	Emu Plains
Penrith Regional Gallery Main Gallery Floor and Asset Replac	Emu Plains
Ched Towns Amenity Renewal & Upgrade	Glenmore Park
Glenmore Park CFP Flooring	Glenmore Park
Boronia Park Amenities Renewal	North St Marys
Chapman Gardens Precinct Upgrade	Kingswood
Hickeys Lane Amenities Renewal	Penrith
JSPAC General Renewal Allocation	Penrith
JSPAC Q Theatre Lighting and Seating Replacement	Penrith
Parker Street Sporting Field Upgrades	Penrith
Penrith Baby Health Centre & CWA roof renewal	Penrith
Penrith Pool Kiosk	Penrith
Thornton Community Centre	Penrith
University of the 3rd Age Building Renewal	Penrith
Regentville Small Hall roof renewal	Regentville
Carita Childcare Centre	South Penrith
South Penrith Neighbourhood Centre Renewal	South Penrith
Cook Parade Childcare Centre Refurbishment	St Clair
Coowarra Cottage NHC High-risk work	St Clair
Kindana B&A Minor renewal and high-risk work	St Clair
Mark Leece Oval New Amenity Building	St Clair
Peter Kearns Oval David Currie Amenity Upgrade and Renewal	St Clair
St Clair Leisure Centre A/C installation	St Clair
St Clair Rec Centre - Roof Works	St Clair
Bill Ball (Cook Park) Oval Upgrade	St Marys
Kingsway North Amenity Building Renewal	St Marys
Ripples Aquatic Centre Filter Emergency Renewal	St Marys
Ripples St Marys General Renewal Allocation	St Marys
St Marys Library Lift Replacement	St Marys
St Marys Ripples Cafe Refrigeration	St Marys
West Lane Toilets Upgrade & New Adult Change	St Marys
Children Services Fire Safety	Various
General Asset Renewal and High Risk Works	Various
Harold Corr Synthetic Track Upgrade	Werrington
Namatjira NHC roof renewal	Werrington County
Werrinda CCC Building Insurance Restoration	Werrington Downs

## SPORT AND RECREATION STRATEGY PROJECTS

During 2023–24, Council successfully completed 22 sport, recreation, play, and open space infrastructure projects identified for delivery within Council’s 2020 Sport and Recreation Strategy. This includes:

### 7 Playspace Upgrades delivered new equipment, shade, seating and landscaping to the following areas:

- Goldmark Crescent, Cranebrook
- Illawong Reserve, Kingswood Park
- Explorers Way, St. Clair
- Wilson Park, Llandilo
- Ridgeview Crescent, Erskine Park
- Max Baker Reserve, Jamisontown
- Jim Anderson Park, Werrington Downs

### 15 Sport and Open Space Projects:

- Trinity Drive Reserve, Cambridge Gardens: Junior playspace and mixed recreation space including skate, scooter, pump track, and parkour facility.
- Capella Reserve, Erskine Park: reserve improvements including pathways, water, tree planting and public art.
- North St Marys Dog Park, Boronia Park: New fenced off-leash area separated for small and large dogs.
- Jamison Park, South Penrith: Dog park with separable areas for small and large dogs, seating, and shelters.
- Surveyors Creek Softball Facility, Glenmore Park: Floodlights on two additional diamonds and an accessible pathway circuit.
- The Kingsway Playing Fields, Werrington: New irrigation system and playing surface upgrades to the northern fields.
- Hickeys Lane Reserve, Penrith: New amenities building, enhancements to floodlighting, irrigation, and fencing.
- Wilson Park, Llandilo: Completed amenity building
- Allsopp Oval, Cambridge Park: additional concreting outside the amenity building.
- Boronia Park, Pat Yates Oval, North St Marys: New toilet facility with storage and cricket practice facility upgrades.
- Boronia Park, North St Marys: Refurbished and upgraded amenities building and floodlighting, new field irrigation for rugby league and netball.
- Doug Rennie Fields, Kingswood: New amenities buildings with universal change facilities and landscape improvements.
- Ched Towns Reserve, Glenmore Park: New amenities buildings with universal change facilities and landscape improvements.
- Bill Ball Oval, Cook Park, St. Marys: New car park construction.

### Projects in Progress:

A further six projects are currently in construction including venues such as Gipps Street Recreation Precinct, Claremont Meadows and Regatta Park, Emu Plains.

Additionally, 15 projects are currently in detailed design while a further 27 projects are in planning, site investigation, and grant submission phases. This includes projects funded by NSW Government, Western Sydney Infrastructure Grants Program at Parker Street Reserve, Bennett Park, Andromeda Reserve and Cook Park.

PROJECT NAME		
Ridge View Playspace	Wilson Park Playspace	Capella, Kingsway Turf
Boronia Park Dog Park	Jim Anderson Playspace	Jamison Dog Park.
Kids Doug Rennie Amenities	Gipps Street Recreation Precinct	

## OUR WORKS ON PRIVATE LAND

There were no instances during 2023-24 in which we sought a Council resolution to carry out works on private land.





Play ground equipment, encouraging physical activity and interactive play



# Appendix 5

## Our Financial Report

### Our Financial Statements

OUR INCOME STATEMENT - FOR THE YEAR ENDED 30 JUNE 2024			
ORIGINAL UNAUDITED BUDGET 2024	\$'000	ACTUAL 2024	ACTUAL 2023
<b>INCOME FROM CONTINUING OPERATIONS</b>			
198,909	Rates and annual charges	<b>198,395</b>	186,830
49,984	User charges and fees	<b>47,784</b>	43,181
2,750	Other revenues	<b>6,047</b>	8,425
18,538	Grants and contributions provided for operating purposes	<b>31,244</b>	30,287
71,886	Grants and contributions provided for capital purposes	<b>92,062</b>	76,321
7,663	Interest and investment income	<b>10,644</b>	8,236
4,441	Other income	<b>4,933</b>	7,953
40,127	Net gain from the disposal of assets	<b>20,834</b>	-
<b>394,298</b>	<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>411,943</b>	<b>361,233</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>			
147,873	Employee benefits and on-costs	<b>137,787</b>	125,563
91,895	Materials and services	<b>98,180</b>	96,453
2,731	Borrowing costs	<b>1,096</b>	1,529
53,921	Depreciation, amortisation and impairment of non-financial assets	<b>62,808</b>	56,555
14,201	Other expenses	<b>15,167</b>	13,988
-	Net loss from the disposal of assets	-	4,126
<b>310,621</b>	<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>315,038</b>	<b>298,214</b>
<b>83,677</b>	<b>Operating result from continuing operations</b>	<b>96,905</b>	63,019
	<b>Discontinued operations</b>		
	Operating result from discontinued operations	<b>(361)</b>	(634)
<b>83,677</b>	<b>NET OPERATING RESULT FOR THE YEAR ATTRIBUTABLE TO COUNCIL</b>	<b>96,544</b>	<b>62,385</b>
<b>11,791</b>	<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>4,482</b>	<b>(13,936)</b>

OUR STATEMENT OF COMPREHENSIVE INCOME - FOR THE YEAR ENDED 30 JUNE 2024		
\$'000	2024	2023
Net operating result for the year – from Income Statement	96,544	62,385
<b>OTHER COMPREHENSIVE INCOME</b>		
Amounts which will not be reclassified subsequently to the operating result		
Gain (loss) on revaluation of infrastructure, property, plant and equipment	<b>139,151</b>	887,517
<b>Total items which will not be reclassified subsequently to the operating result</b>	<b>139,151</b>	887,517
<b>TOTAL OTHER COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>139,151</b>	<b>887,517</b>
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO COUNCIL</b>	<b>235,695</b>	<b>949,902</b>

The above Statement of Financial Position should be read in conjunction with the accompanying notes in Council's 2023-24 Financial Statements on our website.

## OUR STATEMENT OF FINANCIAL POSITION – AS AT 30 JUNE 2024

\$'000	2024	2023
<b>Assets</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	88,665	16,655
Investments	169,574	164,434
Receivables	23,253	17,513
Inventories	781	751
Contract assets and contract cost assets	11,123	15,038
Other	4,632	4,379
<b>TOTAL CURRENT ASSETS</b>	<b>298,028</b>	<b>218,770</b>
<b>NON-CURRENT ASSETS</b>		
Investments	25,693	48,529
Receivables	4,249	3,309
Infrastructure, property, plant and equipment (IPPE)	3,829,359	3,631,878
Investment property	45,648	97,939
Intangible assets	360	423
Right of use assets	-	22
<b>TOTAL NON-CURRENT ASSETS</b>	<b>3,905,309</b>	<b>3,782,100</b>
<b>TOTAL ASSETS</b>	<b>4,203,337</b>	<b>4,000,870</b>
<b>Liabilities</b>		
<b>CURRENT LIABILITIES</b>		
Payables	52,809	49,205
Contract liabilities	18,446	21,405
Lease liabilities	-	16
Borrowings	5,017	5,653
Employee benefit provisions	39,300	36,884
Provisions	189	503
<b>TOTAL CURRENT LIABILITIES</b>	<b>115,761</b>	<b>113,666</b>
<b>NON-CURRENT LIABILITIES</b>		
Contract liabilities	23,300	23,300
Lease liabilities	-	6
Borrowings	29,784	64,802
Employee benefit provisions	960	1,259
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>54,044</b>	<b>89,367</b>
<b>TOTAL LIABILITIES</b>	<b>169,805</b>	<b>203,033</b>
<b>NET ASSETS</b>	<b>4,033,532</b>	<b>3,797,837</b>
<b>Equity</b>		
Accumulated surplus	1,498,369	1,401,825
IPPE revaluation reserve	2,535,163	2,396,012
<b>Council equity interest</b>	<b>4,033,532</b>	<b>3,797,837</b>
<b>TOTAL EQUITY</b>	<b>4,033,532</b>	<b>3,797,837</b>

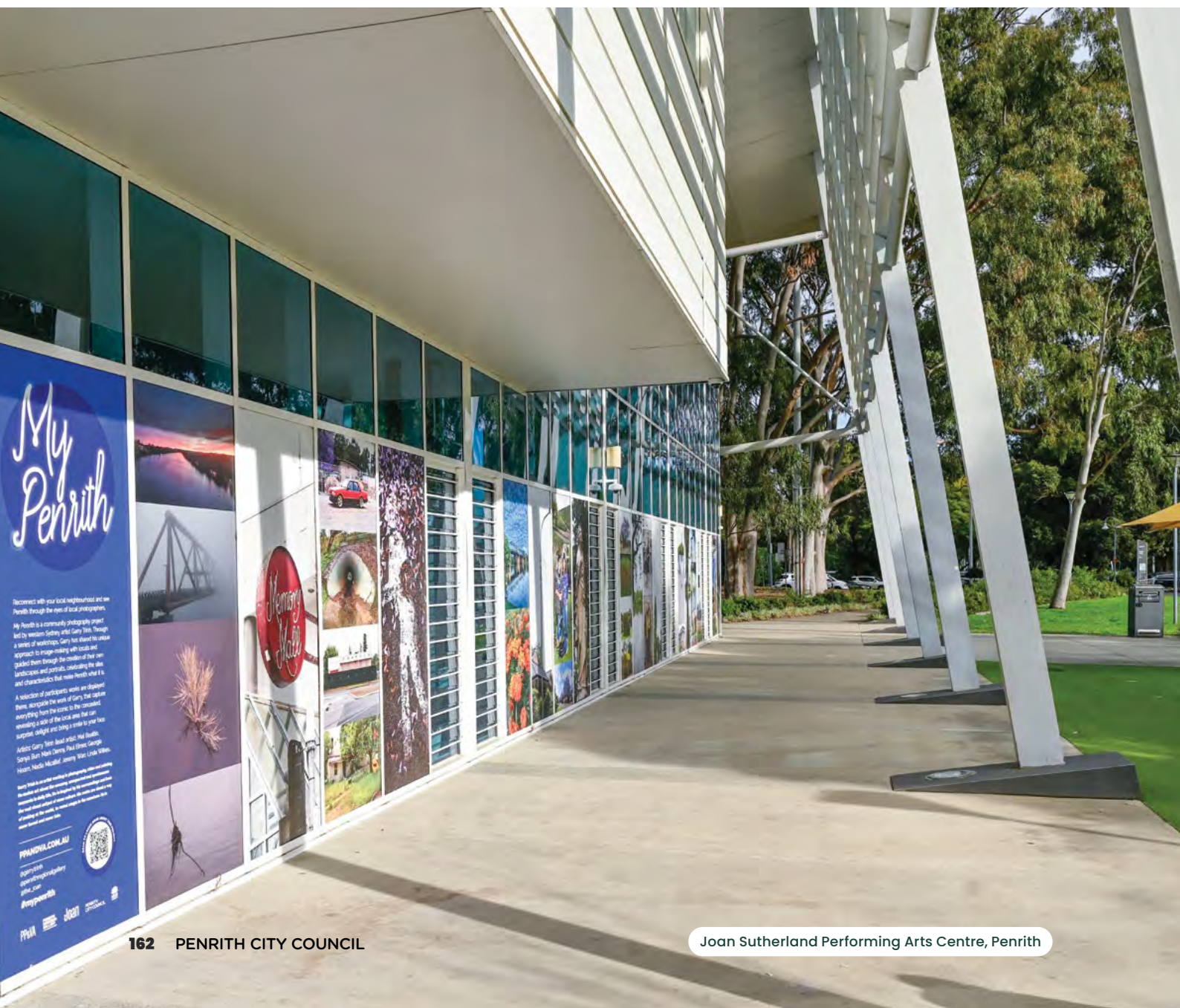
The above Statement of Financial Position should be read in conjunction with the accompanying notes in Council's 2023-24 Financial Statements on our website.



## OUR STATEMENT OF CHANGES IN EQUITY – FOR THE YEAR ENDED 30 JUNE 2024

\$'000	AS AT 30/06/24			AS AT 30/06/23		
	Accumulated surplus	IPPE Revaluation reserve	Total Equity	Accumulated surplus	IPPE Revaluation reserve	Total Equity
Opening balance at 1 July	1,401,825	2,396,012	3,797,837	1,339,440	1,508,495	2,847,935
Net operating result for the year	96,544	-	96,544	62,385	-	62,385
<b>OTHER COMPREHENSIVE INCOME</b>						
Gain (loss) on revaluation of infrastructure, property, plant and equipment	-	139,151	139,151	-	887,517	887,517
<b>Other Comprehensive Income</b>	-	139,151	139,151	-	887,517	887,517
<b>TOTAL COMPREHENSIVE INCOME</b>	96,544	139,151	235,695	62,385	887,517	949,902
<b>CLOSING BALANCE AT 30 JUNE</b>	1,498,369	2,535,163	4,033,532	1,401,825	2,396,012	3,797,837

The above Statement of Financial Position should be read in conjunction with the accompanying notes in Council's 2023–24 Financial Statements on our website.



## OUR STATEMENT OF CASH FLOWS – FOR THE YEAR ENDED 30 JUNE 2024

ORIGINAL UNAUDITED BUDGET 2024	\$'000	ACTUAL 2024	ACTUAL 2023
<b>INCOME FROM CONTINUING OPERATIONS</b>			
<b>RECEIPTS</b>			
198,909	Rates and annual charges	198,764	187,404
54,768	User charges and fees	53,562	42,781
7,663	Interest received	10,357	5,209
90,423	Grants and contributions	99,043	99,328
5,000	Bonds, deposits and retentions received	4,991	7,451
23,098	Other	27,904	12,303
<b>PAYMENTS</b>			
(147,874)	Payments to employees	(135,771)	(126,906)
(91,895)	Payments for materials and services	(106,511)	(95,285)
(2,731)	Borrowing costs	(1,096)	(1,529)
(3,000)	Bonds, deposits and retentions refunded	(3,360)	(5,135)
(14,201)	Other	(26,809)	(3,013)
120,160	<b>Net cash flows from operating activities</b>	121,074	122,608
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>RECEIPTS</b>			
-	Sale of investment	126	3,900
160,000	Redemption of term deposits	167,700	128,203
90,682	Sale of investment property	77,200	-
-	Proceeds from sale of IPPE	2,082	5,528
90	Deferred debtors receipts	97	78
<b>PAYMENTS</b>			
(3,850)	Purchase of investment	(2,399)	(4,697)
(150,000)	Acquisition of term deposits	(147,034)	(131,492)
(2,500)	Purchase of investment property	(2,515)	(52,100)
(156,153)	Payments for IPPE	(107,114)	(95,841)
(1,638)	Deferred debtors and advances made	(1,547)	-
(63,369)	<b>Net cash flows from investing activities</b>	(13,404)	(146,421)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>RECEIPTS</b>			
-	Proceeds from borrowings	-	33,800
<b>PAYMENTS</b>			
(11,029)	Repayment of borrowings	(35,654)	(6,525)
(6)	Principal component of lease payments	(6)	(47)
(11,035)	<b>Net cash flows from financing activities</b>	(35,660)	27,228
45,756	<b>Net change in cash and cash equivalents</b>	72,010	3,415
16,000	Cash and cash equivalents at beginning of year	16,655	13,240
61,756	<b>Cash and cash equivalents at end of year</b>	88,665	16,655
200,000	plus: Investments on hand at end of year	195,267	212,963
261,756	<b>TOTAL CASH, CASH EQUIVALENTS AND INVESTMENTS</b>	283,932	229,618

Note: All figures are reported on 30 June 2024.

## Our Special Rate Variation

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

As part of the determination by the Independent Pricing and Regulatory Tribunal (IPART), we are required to report on the SRV fund expenditure until

2025–26. Although the 'Planning our Future' SRV expired in 2019–20, and Council reverted to the IPART approved rate peg in 2020–21, the prior SRV increases remained in the rates base funding projects and initiatives previously funded under the SRV. This provides extra capacity in our road asset renewal, building asset renewal, public domain maintenance, neighbourhood renewal and urban design programs. Please refer to Appendix 4 for details on the specific projects that SRV funds were used for under the Building Asset Renewal, Road Resurfacing and Road Reconstruction programs.

## Our Stormwater Management Service Charge

A Stormwater Management Service Charge (SMSC) was introduced in 2012–13 as a funding mechanism for stormwater management services. This charge only applies to urban residential and business properties, with eligible pensioners receiving a full discount. The introduction of the SMSC ensures we can deliver a wide range of stormwater management initiatives essential to the health of our waterways and respond to community expectations.

The Stormwater Management Service Charge generated \$2,274,166 in income in 2023–24, with an opening balance of \$3,106,163

Almost \$2.45 million was spent on environmental, floodplain management and drainage programs this year.

### AUDIT INDUSTRIAL, COMMERCIAL AND AGRICULTURAL ACTIVITIES

Funding of \$153,863 was allocated with \$159,490 expended during the year. This project responds to complaints on industrial, commercial and agricultural premise.

### MAINTENANCE OF GROSS POLLUTANT TRAPS (GPT)

\$338,127 was allocated, \$331,086 expended during the year. All GPTs were cleaned and maintained

under a scheduled maintenance program. A total of 690 tonnes of waste was removed from the stormwater drainage system during the 2023/24 financial year.

### PENRITH CBD DRAINAGE UPGRADE PROGRAM

\$612,979 was allocated, \$612,498 was expended during the year. Repayment of \$5.7 million loan for works connected to the upgrade of Penrith CBD drainage infrastructure to mitigate the risk of another flooding event.

### FLOODPLAIN MANAGEMENT RESOURCING

\$293,884 was allocated and \$299,954 expended during the year. This resourcing supported our ongoing floodplain management program.

### FLOOD STUDIES AND FLOODPLAIN MANAGEMENT STUDIES AND PLANS

\$686,305 was allocated and \$219,228 expended during the year. Important to note, that these projects typically span multiple years given their nature and complexity. The following is a summary of the flood studies and floodplain risk management plans undertaken with the allocated funds.

### Cranebrook Overland Flow Flood Study

The study area is approximately 12.9km<sup>2</sup> covers the suburbs of Cranebrook and North Penrith and is bounded by the Nepean River and Penrith Lakes in the west, The Northern Road in the east and the Great Western Railway Line in the south. The flood study was jointly funded by Council and the NSW Government (Council \$1: State Grant \$2). The Flood Study is completed and adopted by Council on 25 September 2023.

### Rickabys Creek Catchment Flood Study

The Study Area comprises the suburbs of Agnes Banks, Londonderry, Berkshire Park, Llandilo, Cranebrook, and Castlereagh as shown. The Study Area is bounded by the Castlereagh Road to the West, Northern Road to the East and The Driftway to the North. The study area covers approximately 6,900 hectares (69 sq.km). The flood study will provide flood information for future flood planning. A consultant to undertake the study has been appointed. The study is progressing well with the Stage 1 community consultation, flood models development including validation and detailed survey of hydraulic structures together with pits and pipes are now completed. The design flood simulations are currently being assessed. The flood

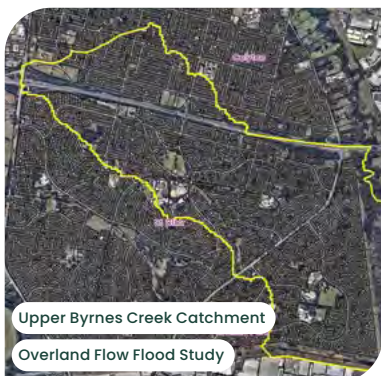


study is jointly funded by Council and the NSW Government (Council \$1: State Grant \$2). As per the grant funding agreement the study will need to be completed by February 2025.



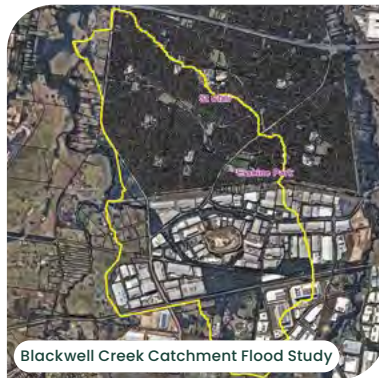
### Upper Byrnes Creek Catchment Overland Flow Flood Study

The Study area for the Upper Byrnes Creek catchment is approximately 1,200 hectares and covers parts of the suburbs of Colyton, St Clair and Erskine Park. The objective of this Study is to improve understanding of flood behaviour and impacts, and better inform management of flood risk in the Study area. A consultant to undertake the study has been appointed. The study is progressing well with the Stage 1 community consultation and flood models' development are now completed. Consultant is currently in the process of undertaking detailed survey of hydraulic structures. The flood study is jointly funded by Council and the NSW Government (Council \$1: State Grant \$2). As per the grant funding agreement the study will need to be completed by October 2025.



### Blackwell Creek Catchment Flood Study

The Study area for the Blackwell Creek catchment is approximately 1,200 hectares and covers parts of the suburbs of St Clair, Erskine Park and Kemps Creek. The objective of this Study is to improve understanding of flood behaviour and impacts, and better inform management of flood risk in the Study area. A Consultant to undertake the study has been appointed. The study is progressing well with the Stage 1 community consultation and flood models' development are now completed. Consultant is currently in the process of undertaking detailed survey of hydraulic structures. The flood study is jointly funded by Council and the NSW Government (Council \$1: State Grant \$2). As per the grant funding agreement the study will need to be completed by December 2025.



### Peach Tree and Lower Surveyors Creeks Catchment Floodplain Risk Management Study and Plan

The Study Area is approximately 1,250 hectares (12.5 sq.km) and extends across parts of the suburbs of Penrith, South Penrith and Jamisontown and drains to Nepean River. The study area is bounded by Nepean River to the west, M4 Motorway to the south and The Northern Road to the east. The objective of this Study is to undertake a floodplain risk management study and to develop a floodplain risk management plan for the study area that will improve

understanding of flood behaviour and impacts, and better inform management and mitigation of flood risk in the Study Area. The study has now progressed to its final stage. The design flood behaviour was revised as well as the flood management options were re-evaluated as per the Hawkesbury Nepean Flood Study, 2024. The study is jointly funded by Council and the NSW Government (Council \$1: State Grant \$2). It is planned to complete the study by January 2025.

### Emu Plains Floodplain Risk Management Study and Plan

The Study area covers the suburbs of Leonay, Emu Plains and Emu Heights, and is approximately 13km<sup>2</sup>. The Study provides a comprehensive analysis of the existing and the future flood risks; investigates possible flood risk management measures to manage the flood risk; and recommends feasible flood risk management solutions. A Consultant to undertake the study has been appointed. The study is now progressed halfway. Stage 1 community consultation and the flood study update as per the Hawkesbury Nepean Flood Study 2024 are completed. Flood mitigation options are currently being investigated. The study is jointly funded by Council and the NSW Government (Council \$1: State Grant \$2). As per the grant funding agreement the study will need to be completed by February 2025.

### Doonmore Street, Penrith Retarding Basin – Investigation and Detailed Design

The Penrith CBD Floodplain Risk Management Study and Plan identifies the flood mitigation measure "Doonmore Street Retarding Basin" as a high priority potential mitigation option to minimise the flooding of downstream properties. The proposed work includes the design and construction of a retarding basin within Spence Park. Stage 1 of the project involved undertaking a detailed investigation and preparing detailed design plans for

the proposed works. Stage 2 is the construction of the retarding basin. The project has now progressed to its final stage where the consultant has submitted the final 100% design package. A Sydney Water Servicing Coordinator has also been engaged to design the sewer relocation works that have been impacted by the proposed basins design. The consultant is also organising for a detailed soil contamination investigation to see the extent of contamination that may be present within the site that will need to be excavated for the proposed basin. The project is jointly funded by Council and the NSW Government (Council \$1: State Grant \$2). It is planned to complete the project by December 2024.



### St Mary Flood Protection Levee Upgrade

The South Creek Floodplain Risk Management Plan identified the flood mitigation measure “Upgrades to St Marys Levee and Plus Flap Gate Installation” as a high priority option. The levee was initially designed and constructed to provide 1%AEP flood immunity with a freeboard allowance of 0.5metres. The proposed work includes the design and construction of the levee upgrade and flap gate at Byrnes Creek culvert. This Stage 1 project includes a detailed investigation and design of the proposed levee upgrade works. Stage 2 is the construction. Stage 1 work is currently progressing to 100% detailed design. The project is jointly funded by Council and the NSW Government (Council \$1: State Grant \$2). It is planned to complete the upgrade by February 2025.

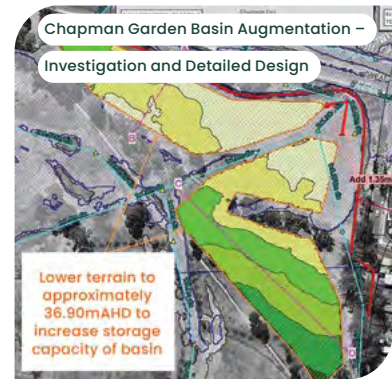
### Oxley Park levee – Investigation and Detailed Design

The South Creek Floodplain Risk Management Study and Plan 2020(FRMP 2020) identifies Oxley Park Flood Protection Levee as a high priority potential food mitigation option. The properties along Melbourne Street and Hobart Street, Oxley Park are affected by flooding from Ropes Creek. Currently there are twenty properties affected in the 1% AEP flood event. FRMP 2020 proposes a levee to mitigate the flood risk and damage to properties fronting Melbourne and Hobart Streets. Three concept designs of the proposed levee were developed by the consultant and presented to stakeholders. Currently a detailed survey is underway to confirm the preferred levee alignment. The project is jointly funded by Council and the NSW Government (Council \$1: State Grant \$2), and it is planned to complete the project by December 2024.

### Chapman Garden Basin Augmentation – Investigation and Detailed Design

The College, Orth and Werrington Creeks Floodplain Risk Management Study and Plan 2022(FRMP 2022) identifies the Chapman Gardens, Kingswood basin augmentation as a high priority potential flood mitigation option. This mitigation option together with the two more retarding basins proposed upstream provides beneficial emergency response benefits for the Great Western Highway and Victoria Street as well as providing flood level reductions across several properties located between the Great Western Highway and Victoria Street. The proposed works are to be undertaken in stages, and under Stage a detailed investigation and detailed design will be undertaken. Stage 2 is the construction of the retarding basin. The project is progressing well, and the consultant has completed a site survey, development of three concept options, flood modelling assessment and preliminary cost estimates. The consultant is currently undertaking

the soil contamination assessment and detailed site investigation. The project is jointly funded by Council and the NSW Government (Council \$1: State Grant \$2), and as per the grant funding agreement the project will need to be completed by April 2025.



### Byrnes Creek Flood Mitigation Works – investigation and Detailed Design

The St Marys (Byrnes Creek) Catchment Floodplain Risk Management Study and Plan 2020 recommended a series of flood mitigation measures to alleviate the flooding problem within the study area. Two of these recommended measures include:

- Drainage Upgrade that involves the construction of new stormwater pipes along Saddington Street.
- Construction of a detention basin at Collins Street reserve to minimise the flooding on the residential properties located on the western side of Collins Street.

The proposed works are to be undertaken in stages, and under Stage 1 it is proposed to undertake a detailed investigation and design of the proposed works. The project is progressing well, and the consultant has completed a detailed site survey, development of three concept options, flood modelling assessment and preliminary cost estimates. After discussions with stakeholders, it was decided that the Collins Street Detention Basin is not feasible at that location and will not be proceeded. Consultant is

currently proceeding with the design of pipe upgrade. The project is jointly funded by Council and the NSW Government (Council \$1: State Grant \$2), and the project is expected to be completed by June 2025.

## INTEGRATED CATCHMENT MANAGEMENT

\$147,207 was allocated and \$73,665 expended during the year. As part of the Integrated Catchment Management Program, the service has continued to advocate for better water management through the review of development applications and referrals relating to the management of waterways and with respect to Council's Water Sensitive Urban Design (WSUD) and stormwater treatment requirements.

Council has also continued to work on the development of an on-lot stormwater treatment device audit program. A key aim of the audit program will be to ensure that stormwater treatment systems in higher risk developments are being maintained. The audit program once commenced will also serve to increase awareness of property owner's responsibilities with respect to maintaining their stormwater treatment infrastructure. Resources such as fact sheets and checklists are being prepared to assist with the capacity in this area.

The program also continues to facilitate Council's Water Working Group which seeks to improve integration of water management and better deliver sustainability initiatives such as urban heat island mitigation.

## STORMWATER WORK IMPROVEMENT PROGRAM

\$605,240 allocated and \$311,998 expended during the year.

### Priority Bioretention System Maintenance

To manage water quality and safeguard the health of Council's waterways a range of vegetated stormwater treatment measures

(e.g., bioretention systems) are installed in new release areas. These systems are dedicated to Council for ongoing management.

Following an audit of the stormwater treatment systems in the 2022-23 financial year, which sought to assess the condition and function of the systems, during the year a panel of Bush Regeneration contractors were engaged to maintain the systems. Since July 2023 they have been undertaking monthly maintenance in priority bioretention systems in Glenmore Park, Caddens and at Harold Corr Oval in Cambridge Gardens.

A key aim of the works was to improve the condition, function and aesthetics of the higher priority systems and get them to a standard that would require reduced maintenance. During the year, approximately 3,500 hours have been undertaken by contractors and around 35,000 plants have been installed in the treatment systems. The plants were sourced from Council's Nursery where they had been propagated and grown.

While the condition of the systems has improved, a review of the program has formed the view that additional maintenance still needs to continue to ensure that the improvements made are not lost, and that the establishment of the newly planted vegetation continues. It is proposed the program continue into the 2024-25 financial year to ensure that weeds are maintained while the newly planted vegetation continues to establish. The program of works will ensure the stormwater treatment systems continue to function effectively and continue to protect the health of our waterways.



## Stormwater Management / Improvement Strategy

To better inform the delivery of stormwater improvement projects funded through the Stormwater Management service charge, a Stormwater Management Strategy is currently being prepared. The project and strategy will include a review of stormwater improvement options and prioritise projects that can be implemented in coming years. A key aim of this project is to assist in informing the development of a program of stormwater improvement projects that can be further designed and implemented to improve the management of Council's waterways. It is anticipated that the strategy and other deliverables will be shortly finalised.

As part of this project, a number of options have been considered with the aim of improving stormwater quality. In developing the plan, opportunities for new infrastructure and modifications / upgrades to complement and improve the condition of existing stormwater treatment systems were considered. We have also considered sites that present maintenance issues. Given the multiple benefits of vegetated systems, opportunities to implement water sensitive infrastructure as well as improve existing stormwater infrastructure (where possible) was prioritised.

The project and strategy will deliver a prioritised list supported by conceptual plans / sketches and estimated costs of stormwater improvement projects and programs, which can be further designed and implemented over the coming years. This will assist to inform the improvement projects and programs with funds from this project.

### Waterways Health Monitoring Program

\$70,000 allocated and \$41,261 expended during the year. The water health monitoring program includes macro-invertebrate sampling twice each year in Autumn and Spring. Seasonal monitoring of waterway health helps to identify changes in



water quality and the ecological condition of local waterways and is used as a general indicator of water health. The results of the Spring and Autumn surveys show a steady trend in terms of stream health compared with previous years. 7 of the 12 sites had stable or improved waterway health grades whilst the remaining 5 sites were graded as worse than Spring 2023. The main drivers for the 5 sites which had degraded further were reduced water quality and macroinvertebrate presence. With regard to the 5 sites that had degraded water quality and macroinvertebrate presence, this may have been due to sampling closely after a rainfall event.

Council's Recreational Water Monitoring focuses primarily on weekly enterococci testing with monthly physical and chemical parameters undertaken at five (5) key sites along the Nepean River. Sampling sites include Tench Reserve, Jamisontown, Regatta Park, Emu Plains, the Rowing Club (Nepean River Weir), Devlin Road, Castlereagh and Fowler Reserve, Wallacia. Sampling is undertaken between October and March each year. Initial results continue to indicate that water quality at these sites is generally good, except for immediately after rain. A trend is continuing to develop from previous years indicating the poorest water quality at Devlin Road, Castlereagh.

Council's website has been updated to provide useful recreational water quality information for the community. The recreational water quality webpage provides results from four sampling sites along the Nepean River. The website will be further promoted through Council's social media channels prior to the warmer weather when more people start using the river for recreational water activities.

## WATER SENSITIVE URBAN DESIGN CAPACITY BUILDING

\$10,000 allocated and \$1,348 expended during the year. As part of the program, we have developed and rebranded some interpretive signage for Mountain View Reserve. The signs have been developed to replace a number of vandalised signs at the reserve.

In addition to the Inspection and maintenance guidelines documents prepared to support asset owners maintain their privately owned stormwater treatment measures, work has continued on the development of fact sheets to assist and build knowledge in relation to water sensitive urban design.

## ST MARYS MASTER PLAN INTEGRATED WATER MANAGEMENT PLAN

\$350,000 allocated and \$51,040 expended during the year. The project involves the development of an Integrated Water Management Plan for St Marys Town Centre. The Plan will identify urban stormwater infrastructure upgrades, renewals and improvements required to service the anticipated ultimate and annual urban growth. The project has substantially progressed over 2023-24. A variation to the original contract scope has been approved to allow for modelling of options to support proposed initiatives in the draft Plan. This work is due to be completed by October 2024. The total anticipated cost for this project including the variation is \$71,540.

## CCTV INVESTIGATION DRAINAGE ASSETS

\$175,691 allocated and \$25,802 expended during the year. CCTV inspections were prioritised and completed in locations where

problems had been noted with formation of small sinkholes above stormwater pipelines. Inspections have resulted in the identification of numerous pipelines with displaced joints, which are being prioritised for renewal.

## PIT & PIPE STUDY

\$377,120 allocated and \$341,049 expended during the year. The project involves the collection of stormwater pits and pipes drainage data to inform two flood studies the "Upper Byrnes Creek Catchment Overland Flow Flood Study" and "Blackwell Creek Catchment Flood Study". The study area covers the suburbs of St Clair and Erskine Park. The survey of the stormwater drainage data will help in enhancing the flood model development and modelling results for the study areas.

This project is fully funded by Council, and the survey is now complete.

## DEPARTMENT OF PLANNING, HOUSING AND INFRASTRUCTURE GREENING OUR CITIES

\$60,000 allocated and \$2,170 expended during the year. This grant project was initially pursued to trial passive street tree irrigation to provide Council with information that would enable better informed options for new release areas. There have been delays with starting the project and in the meantime, construction of passive street tree irrigation has already commenced in some new release areas. This has reduced the need for this project. Whilst quotations for the installation of the systems were sought, there continues to be a range of challenges including costs constraints, risk, and further project delays. As a result, the project is being reviewed.

## Our Voluntary Planning Agreements

During 2023-24, we entered into three Voluntary Planning Agreements (VPAs) that apply to the following sites or precincts within Penrith:

VPA	EXECUTED
Luddenham Road	14 May 2024
Mirvac Mamre Road	11 March 2024
61 Henry Street, Penrith	23 October 2023

# Our Development Contributions and Levies

## Development contributions plans and levies in 2023–24

CONTRIBUTIONS PLAN	PROJECT ID (AS IDENTIFIED IN THE CP)	PROJECT DESCRIPTION	THE KIND OF PUBLIC AMENITY OR SERVICE	MONETARY AMOUNT EXPENDED FROM DEVELOPMENT CONTRIBUTIONS (\$)	VALUE OF LAND DEDICATION	VALUE OF MATERIAL PUBLIC BENEFIT PROVIDED (\$)	CONTRIBUTION EXPENDED TO DATE (\$)	TEMPORARY BORROWING	PROJECT STATUS
<b>Penrith City Local Open Space Development Contributions Plan</b>	L5340	Boronia Park Amenities Renewal	Open Space	161,315			161,315		Under way
<b>Penrith City Local Open Space Development Contributions Plan</b>	L1980	Parker Street Sporting Field Upgrade	Open Space	2,863			2,863		Under way
<b>Penrith City Local Open Space Development Contributions Plan</b>	L3330	Stapley Street New Play Equipment	Open space	939			939		Under way
<b>Penrith City Local Open Space Development Contributions Plan</b>	L4880	Monfarville Park / Mamre Road playspace	Open space	11,249			11,249		Under way
<b>Penrith City Local Open Space Development Contributions Plan</b>	Plan Administration	Plan Administration	Plan Administration	2,073			51,220		Under way
<b>Penrith 7.12 Contributions Plan</b>		Forrester Rd – St Marys Rail to Christie	Active transport Facilities	596,733			1,029,500		Under way
<b>Penrith City District Open Space Facilities Development Contributions Plan</b>	Gipps St L6490	Gipps Street Recreation Precinct	Open Space	7,026,830			13,675,479		Under way
<b>Penrith City District Open Space Facilities Development Contributions Plan</b>	Plan Administration	Plan Administration	Plan Administration	13,097			13,097		Under way
<b>Civic Improvement Plan 7.11 Development Contributions Plan</b>	Plan Administration	Plan Administration	Plan Administration	11,864			38,604		Under way
<b>Claremont Meadows Development Contributions Plan</b>	Caddens Road Park and Drainage Reserve	Caddens Road Park and Drainage Reserve Loan	Drainage and Open space	282,986			5,098,327		Under way

**Development contributions plans and levies in 2023–24 (cont.)**

CONTRIBUTIONS PLAN	PROJECT ID (AS IDENTIFIED IN THE CP)	PROJECT DESCRIPTION	THE KIND OF PUBLIC AMENITY OR SERVICE	MONETARY AMOUNT EXPENDED FROM DEVELOPMENT CONTRIBUTIONS (\$)	VALUE OF LAND DEDI- CATION	VALUE OF MATERIAL PUBLIC BENEFIT PROVIDED (\$)	CONTRI- -BUTION EXPENDED TO DATE (\$)	TEMPO- RARY BORRO- WING	PROJECT STATUS
<b>Claremont Meadows Development Contributions Plan</b>	Plan Administration	Plan Administration	Plan Administration	2,917			159,463		Under way
<b>Lakes Environs (Waterside Green) – Development Contributions Plan</b>	Plan Administration	Plan Administration	Plan Administration	1,207			28,338		Under way
<b>Werrington Enterprise Living and Learning (WELL) Precinct S.94 Development Contributions Plan</b>	Land Acquisition Southern Sports field	Land Acquisition Southern Sports field loan	Open Space Land	229,938			1,842,983		Under way
<b>Werrington Enterprise Living and Learning (WELL) Precinct S.94 Development Contributions Plan</b>	Plan Administration	Plan Administration	Plan Administration	20,898			361,391		Under way
<b>Glenmore Park Stage 2</b>	Plan Administration	Plan Administration	Plan Administration	10,226			10,226		Under way
<b>Glenmore Park Stage 2</b>		Sportsfield	Open Space	323,362			2,267,871		Under way
<b>Erskine Park Development Contribution Plan</b>	Plan Administration	Plan Administration	Plan Administration	10,834			333,589		Under way
<b>TOTAL CONTRIBUTIONS EXPENDED</b>	<b>8,947,739</b>								
<b>TOTAL CONTRIBUTIONS RECEIVED</b>	<b>27,378,939</b>								



## Our Contractor Report

### CONTRACTS AWARDED IN 2023–2024 WITH EXPENDITURE GREATER THAN \$150,000

SUPPLIER	AMOUNT (\$)	DESCRIPTION OF GOODS/SERVICES
<b>Australian Composite Technology Pty. Ltd. t/as Plasmar</b>	189,087.14	Removal and Disposal of accumulated material
<b>Convil Group Pty. Ltd.</b>	342,341.20	Minor Concrete Maintenance
<b>Sudiro Constructions Pty. Ltd.</b>	331,309.27	Building Maintenance & Minor Construction Works
<b>Wycombe Consulting Pty. Ltd.</b>	251,498.54	Advisory & Consultancy
<b>Smalls Family Trust T/A Smalls Power Poles &amp; Linework</b>	160,368.31	Street Lighting Upgrades
<b>Major Loss Pty. Ltd./as Restorx (NSW)</b>	174,450.32	Factory Fire Clean up
<b>Infrastructure Renewal Services Pty. Ltd.</b>	152,559.00	Corrugated Culvert Renewal Plan
<b>Knight Frank Australia Pty. Ltd.</b>	167,538.69	Town planning consultancy
<b>Masport Pty. Ltd.</b>	500,768.49	Pathway construction
<b>Beasy Pty. Ltd.</b>	1,229,533.56	Asbestos Hygiene Services
<b>Haskoning Australia Pty. Ltd.</b>	389,070.62	Consultancy
<b>Millster Pty Ltd trading as Local Government Project Solutions</b>	296,888.65	Advisory and consultancy services
<b>Mercer Consulting (Australia) Pty. Ltd.</b>	344,740.07	Market Testing & Benchmarking
<b>Landmark Planning Pty. Ltd.</b>	190,322.00	Consultancy Services
<b>Progroup Management Pty. Ltd.</b>	536,923.33	Building Maintenance & Minor Construction Works

### CONTRACT AWARDED IN PREVIOUS YEARS WITH EXPENDITURE IN 2023–2024 GREATER THAN \$150,000

SUPPLIER	AMOUNT (\$)	DESCRIPTION OF GOODS/SERVICES
<b>Westbury Construction Pty. Ltd.</b>	1,140,476.25	Recreation and Leisure Centre Building Upgrade & Mark Leece Amenity Upgrade
<b>Access Programs Australia Ltd T/A ACESSEAP</b>	153,494.00	Penrith City Council - Employee Assistance Program
<b>Statecover Mutual Limited</b>	1,295,152.84	Worker Insurance
<b>Chips Property Trade Services Pty. Ltd.</b>	384,143.58	Building Maintenance and Minor Construction Works
<b>Catchment Simulation Solutions Pty. Ltd.</b>	268,750.90	Council Services
<b>Wardrope and Carroll Engineering Pty. Ltd.</b>	261,352.96	Engineering Services
<b>The Bush Doctor NSW Pty. Ltd.</b>	239,425.50	Bush Regeneration and Associated Services
<b>Blue Tongue Ecosystems Pty. Ltd.</b>	214,252.66	Bush Regeneration and Associated Services
<b>Preferred Turf Pty. Ltd.</b>	361,324.11	Synthetic Turf
<b>Servicenow Australia Pty. Ltd.</b>	156,340.80	ICT Software
<b>Polite Enterprises Corporation Pty. Ltd.</b>	165,220.00	Supply & Installation of Bus Shelters 22/23
<b>Micromex Systems Pty. Ltd. T/A Micromex Research</b>	157,069.00	Brand Refresh
<b>Landmark Engineering &amp; Design Pty. Ltd.</b>	357,459.66	Amenities
<b>Cred Community Pty. Ltd.</b>	410,154.80	Consultancy for Community & Cultural Facilities
<b>Joc Consulting Pty. Ltd.</b>	161,194.00	Governance Consultancy Framework

**CONTRACT AWARDED IN PREVIOUS YEARS WITH EXPENDITURE IN 2023-2024  
GREATER THAN \$150,000**

<b>SUPPLIER</b>	<b>AMOUNT (\$)</b>	<b>DESCRIPTION OF GOODS/SERVICES</b>
<b>Kennards Hire Australia Ltd</b>	195,590.59	Truck & Plant Hire
<b>Denne Holdings Pty. Ltd. T/A Value Valley Meats</b>	208,099.33	Food Tender
<b>N D Y Management Pty. Ltd.</b>	295,669.01	Engineering Services
<b>Veolia Recycling &amp; Recovery Pty. Ltd.</b>	26,277,980.17	Waste collection
<b>Glascott Landscape &amp; Civil Pty. Ltd.</b>	43,723,535.87	Landscape and construction
<b>Cleanaway Pty. Ltd.</b>	18,659,928.72	Bulk clean-up
<b>Australian Native Landscapes Pty. Ltd.</b>	9,616,373.23	Bulk material supplies
<b>Coverit Building Group Pty. Ltd.</b>	7,029,105.98	Building maintenance and construction works
<b>Bernipave Road Solutions Pty. Ltd.</b>	13,699,752.03	Road patching services
<b>Western Earthmoving Pty. Ltd.</b>	6,687,784.29	Road upgrades
<b>Hix Group Pty. Ltd.</b>	4,984,284.36	Electrical trades and plumbing trades
<b>Secure Building Solutions Pty. Ltd.</b>	801,210.04	Refurbishment of senior citizens building
<b>B G Enterprises (NSW) Pty. Ltd.</b>	4,717,548.39	Electrical trades and plumbing trades
<b>AMA Projects Pty. Ltd.</b>	584,387.63	Police Cottage refurbishment
<b>Alpall Pty. Ltd.</b>	3,056,436.63	Construction and refurbishment of sporting amenities
<b>Cardia Bioplastics (Australia) Pty. Ltd.</b>	2,026,809.60	Supply and delivery of compostable bags
<b>Del Rocchio Concreting Pty. Ltd.</b>	2,853,122.56	Concrete maintenance works
<b>V.D.G Pty. Ltd.</b>	2,027,847.01	Facility cleaning services
<b>Mack Civil Engineering Pty. Ltd.</b>	1,566,102.96	New concrete footpaths
<b>SNG Constructions</b>	325,172.94	Supply and construction of carpark
<b>Dentons Australia Pty. Ltd.</b>	827,165.71	Legal services
<b>Durbach Block Jagers Architects Pty. Ltd.</b>	544,500.00	Soper Place design competition
<b>Visy Recycling</b>	1,289,806.80	Recycling services
<b>Inter-Chillers Pty. Ltd.</b>	720,135.21	Mechanical Services
<b>Grace Records Management (Australia) Pty. Ltd.</b>	554,460.24	Digitisation of council application records
<b>Central Industries</b>	628,954.43	Shade structures and sails
<b>Metal Fencing Specialists</b>	1,081,080.01	Fencing supplies and installation
<b>Charmax Facility Management</b>	852,427.76	Property maintenance services
<b>Envirocivil NSW Pty. Ltd.</b>	1,148,996.38	Specialist excavation
<b>APP Corporation Pty. Ltd.</b>	409,010.80	Project management
<b>HWL Ebsworth Lawyers</b>	1,049,741.13	Provision of legal services
<b>Holcim Australia Pty. Ltd. T/A PF Concrete</b>	321,678.69	Premix Concrete
<b>Staples Bros. (Nowra) Pty Limited T/A Premier Pumpouts</b>	230,104.61	Effluent Collection Services
<b>Empower Masterpay Pty. Ltd. T/A Fusion5</b>	285,965.87	Business solutions
<b>The McGregor Coxall Unit Trust</b>	338,350.68	Landscape Design Services
<b>Allcott Hire Pty. Ltd.</b>	401,837.64	Truck and Plant Hire
<b>Never Stop Irrigation Pty. Ltd.</b>	202,255.80	Irrigation installation
<b>Durkin Constructions Pty. Ltd.</b>	408,308.52	Pavement investigation

**CONTRACT AWARDED IN PREVIOUS YEARS WITH EXPENDITURE IN 2023-2024  
GREATER THAN \$150,000**

<b>SUPPLIER</b>	<b>AMOUNT (\$)</b>	<b>DESCRIPTION OF GOODS/SERVICES</b>
<b>Trinitas Group Pty. Ltd.</b>	276,578.50	Asbestos Consultancy contract panel
<b>Total Drain Cleaning Pty. Ltd.</b>	678,199.47	Plant Hire (Various)
<b>Piekar Comm Services Pty. Ltd.</b>	886,642.32	Security Systems and Services
<b>Abcoe Distributors Pty. Ltd.</b>	804,790.22	Consumables and Cleaning Supplies
<b>Hawkesbury City Council</b>	879,809.17	Pound Services
<b>JBS&amp;G Australia Pty. Ltd.</b>	262,708.51	Contamination assessment
<b>RM Hassall &amp; AS White &amp; Others</b>	492,588.64	Provision of Certain Legal Services
<b>Acron Building Services Pty. Ltd.</b>	356,012.50	Minor construction works
<b>Pageup People Pty. Ltd.</b>	470,252.48	Human resources functions
<b>Woolworths Limited</b>	870,078.38	Children's Services food supplies
<b>Group GSA Pty. Ltd.</b>	416,917.60	Gipps Street Recreation Precinct
<b>RMA Contracting Pty. Ltd. T/A Ross Mitchell &amp; Associates</b>	1,813,225.66	Remediation and asbestos works
<b>TST Property Services</b>	558,833.42	Amenities Cleaning
<b>Duncan Solutions Reino International Pty. Ltd.</b>	468,822.38	Integrated Parking Management Systems
<b>L J Follington Constructions Pty. Ltd.</b>	359,110.00	Grave digging services
<b>CBD Mechanical Electrical</b>	272,365.27	Minor Mechanical Services
<b>Preferred Turf Pty. Ltd.</b>	361,324.11	Supply and installation of synthetic turf
<b>James Mather Delaney Design Pty. Ltd.</b>	322,793.11	Architectural design services
<b>Buildco Projects Pty. Ltd.</b>	293,696.68	Construction
<b>Douglas Partners Pty. Ltd.</b>	416,798.25	Environmental services
<b>Elite Sand and Soil Pty. Ltd.</b>	218,640.85	Bulk Material Supplies
<b>Mastercut Concrete Aust. Pty. Ltd.</b>	346,599.60	Concrete and asphalt
<b>Ineight Pty. Ltd.</b>	171,649.50	Construction Management Software
<b>Regal Innovations Pty. Ltd.</b>	12,720,897.91	Supply and install landscape construction
<b>2020 Projects Pty. Ltd.</b>	3,476,756.90	Amenity building redevelopment
<b>Romba Pty. Ltd.</b>	1,292,569.85	Kingsway Sports Fields, Trinity Drive, Cambridge Gardens playspace upgrade
<b>Central West Electrical Contractors</b>	720,837.95	Floodlights
<b>Sportz Lighting</b>	249,073.72	Sports field lighting
<b>Aqua-Line Pool Renovators Pty. Ltd.</b>	251,913.73	Pool resurfacing and renovation
<b>Master Building Solutions Pty. Ltd.</b>	275,239.80	Supply, install and commission noise treatment works
<b>The Strategy Group Pty. Ltd.</b>	184,222.50	Employee consultancy services
<b>Tract Consultants Pty. Ltd.</b>	194,019.04	Consultancy
<b>Novoplan Trading Pty. Ltd.</b>	350,469.28	Computer software
<b>Australia Post</b>	952,832.39	Post Billpay™ Agreement
<b>Brandown Waste &amp; Recycling Services Pty. Ltd.</b>	1,311,611.38	Supply and deliver recycled quarry products
<b>Polytan Asia Pacific Pty. Ltd.</b>	1,216,493.99	Track upgrade
<b>Budget Demolition &amp; Excavation Pty. Ltd.</b>	931,436.39	Demolition and remediation works
<b>SMEC Australia Pty. Ltd.</b>	612,880.06	Traffic modelling and consultancy



**PAYMENTS OF GREATER THAN \$150,000 IN 2023-24 THAT WERE NOT UNDER A CONTRACT**

SUPPLIER	AMOUNT (\$)	DESCRIPTION OF GOODS/SERVICES
<b>Penrith Waste Services Pty. Ltd.</b>	618,378.43	Waste treatment and management
<b>Australian Catchment Management Pty. Ltd.</b>	277,200.00	Aquatic weed harvesting and maintenance
<b>Kerry Heap Auto Electrics Pty. Ltd.</b>	212,425.35	Auto electrical services
<b>Technology One</b>	669,142.90	ERP System
<b>AB Maintenance Solutions Pty. Ltd.</b>	200,095.50	Public Spaces Maintenance
<b>Western Suburbs Concrete</b>	197,894.19	Supply and delivery of concrete

**PAYMENTS OF GREATER THAN \$150,000 IN 2023-24 UNDER CONTRACTS HELD BY OTHERS (LOCAL GOVERNMENT PROCUREMENT, PROCUREMENT AUSTRALIA, STATE GOVERNMENT)**

SUPPLIER	AMOUNT (\$)	DESCRIPTION OF GOODS/SERVICES
<b>JCB Trust T/A Amity IT</b>	163,257.75	IT Service Support
<b>Data 3 Limited</b>	7,194,563.83	Managed computer and software services
<b>Zipform Pty. Ltd.</b>	308,390.98	Community Newsletter
<b>TPG Network Pty. Ltd.</b>	685,379.85	Network broadband
<b>Morrison Low Consultants Pty Ltd.</b>	212,169.39	Internal audit and management consultancy services
<b>QBE Insurance (Australia) Ltd.</b>	277,458.95	Green Slip Insurances
<b>McArthur (NSW) Pty. Ltd.</b>	1,130,618.81	Temporary Employment Services
<b>Sinclair Ford</b>	698,707.91	Motor vehicles and parts
<b>Barrier Signs Pty. Ltd.</b>	252,976.51	Signage
<b>Site Group Pty. Ltd.</b>	1,450,337.37	Traffic Management Services
<b>Austek-Play</b>	922,148.28	Playground Renewal
<b>Asplundh Tree Expert (Australia) Pty. Ltd.</b>	2,711,007.77	Tree Pruning Services
<b>Forpark Australia</b>	441,007.65	Supply and installation of play equipment
<b>Stabilised Pavement of Australia Pty. Ltd.</b>	4,250,022.51	Stabilisation works
<b>Network Solutions Group Pty. Ltd.</b>	259,263.14	Network and security solutions
<b>Bitzios Consulting</b>	302,203.00	Consultancy
<b>WSP Australia Pty. Ltd.</b>	331,418.13	Consulting services
<b>Avante Linemarking</b>	984,781.51	Road marking
<b>J &amp; G Excavations &amp; Asphaltting(NSW) Pty. Ltd.</b>	2,437,803.56	Minor asphalt and road sealing
<b>Velocity Truck Centres NSW Pty. Ltd.</b>	174,099.32	Equipment
<b>State Asphalts Services Pty. Ltd.</b>	15,205,566.42	Asphalt and Road Sealing
<b>Moir Landscape Architecture Pty. Ltd.</b>	189,305.16	Architectural Design
<b>Stantec Australia Pty. Ltd.</b>	1,260,789.62	Design services
<b>Cockerill Contracting Pty. Ltd.</b>	630,609.10	Construction of sewer water mains
<b>Aten Systems Pty. Ltd.</b>	282,810.00	Information Management System
<b>Melocco and Moore Architects Pty. Ltd.</b>	228,223.78	Design Services
<b>LG Software Solutions Pty. Ltd.</b>	401,117.20	Project management software

**PAYMENTS OF GREATER THAN \$150,000 IN 2023–24 UNDER CONTRACTS HELD BY OTHERS  
(LOCAL GOVERNMENT PROCUREMENT, PROCUREMENT AUSTRALIA, STATE GOVERNMENT)**

<b>SUPPLIER</b>	<b>AMOUNT (\$)</b>	<b>DESCRIPTION OF GOODS/SERVICES</b>
<b>Real Power Equipment Pty. Ltd. T/A Western Mowers &amp; Chainsaws</b>	155,727.30	Equipment
<b>Catchment Simulation Solutions Pty. Ltd.</b>	268,750.90	Floodplain Management
<b>Rapid Map Services Pty. Ltd.</b>	730,321.65	Drainage Data Collection
<b>Treeserve Pty. Ltd.</b>	2,516,573.95	Tree Pruning Services
<b>Nepean Regional Security Pty. Ltd.</b>	1,641,979.77	Provision of Security
<b>Ampol Australia Petroleum Pty. Ltd.</b>	1,462,390.03	Fuel Cards
<b>AGL Sales Pty. Ltd.</b>	660,712.58	Supply of Electricity for Small Tariff Sites
<b>Generation-E Productivity Solutions Pty. Ltd.</b>	375,887.46	Microsoft communications, collaboration and productivity solutions
<b>Origin Energy</b>	405,304.35	Supply of Electricity for Large Buildings and Facilities & Small Gas Agreement
<b>Red Energy Pty. Ltd.</b>	4,677,542.87	Energy Supply
<b>Gilbert &amp; Roach</b>	348,328.51	Vehicle Purchases
<b>Randstad Pty. Ltd.</b>	1,881,880.30	Temporary Employment Services
<b>Penrith City Automotive Pty. Ltd.</b>	888,499.49	Fleet Purchases
<b>Telstra Corporation Ltd.</b>	427,669.79	Telecommunications
<b>Telstra Ltd.</b>	954,338.35	Telecommunications
<b>Fuji Xerox Australia</b>	355,047.33	Multifunction device supply
<b>J. Wyndham Prince Pty. Ltd.</b>	757,396.19	Civil Engineering
<b>J. Blackwood &amp; Son Pty. Ltd.</b>	496,916.97	Hardware Supplies
<b>Microsoft Pty. Ltd.</b>	511,789.01	Software Systems
<b>Moduplay Group Pty. Ltd.</b>	485,170.94	Commercial playground equipment
<b>Trivett Automotive Retail Pty. Ltd. T/A SUBARU</b>	3,700,599.29	Fleet purchases
<b>Bucher Municipal Pty. Ltd.</b>	898,173.18	Plant parts and services
<b>The Trustee for Computers Now Unit Trust</b>	415,635.97	IT Hardware
<b>RecordPoint Software APAC Pty. Ltd.</b>	629,058.24	Records365 Subscription
<b>EC Sustainable Pty. Ltd.</b>	150,000.00	Waste and resource recovery
<b>Anzuk Education Services Pty. Ltd.</b>	1,082,220.16	Temporary employment services
<b>Toro Australia Group Sales Pty. Ltd.</b>	553,757.46	Plant Replacement
<b>BL Safety and Workwear Pty. Ltd.</b>	159,504.84	Uniforms
<b>Civic Risk Mutual Ltd.</b>	3,957,117.63	Insurance services
<b>Complete Office Supplies Pty. Ltd.</b>	257,857.63	Stationery
<b>Bunnings Group Ltd.</b>	182,380.86	Hardware Supplies
<b>Modern Teaching Aids Pty. Ltd.</b>	248,527.53	Toys and Education
<b>Leonard Advertising</b>	184,349.35	Newspaper Advertising

**PAYMENTS OF GREATER THAN \$150,000 IN 2023–24 THAT WERE TO A SOLE SUPPLIER**

<b>SUPPLIER</b>	<b>AMOUNT (\$)</b>	<b>DESCRIPTION OF GOODS/SERVICES</b>
<b>Endeavour Energy</b>	3,885,038.35	Electricity Maintenance and other services

## Anti-slavery statement

As required by the Modern Slavery Act 2018 (NSW) Penrith City Council provides the following statement:

### Issues raised by the Anti-slavery Commissioner

Penrith City Council were not advised of any issues, so no action was required.

### Penrith City Council actions taken in 2023-24:

Penrith City Council reviewed and introduced Modern Slavery principles into its procurement processes in 2022-23.

The following processes are in practice to support anti-slavery practices in its supply chain:

- Penrith City Council Procurement Standards were updated effective 11 April 2023 to provide general information on Modern Slavery and includes the Australian Border Force Modern Slavery Key Facts and Figures Infographic as a summary as well as a Modern Slavery Supplier Questionnaire.
- All Tender and Quotation documentation including Contracts from that date now reflect Councils commitment to meeting its Modern Slavery obligations with suppliers. Suppliers in the tender and Quotation process are required to disclose any risks in their supply chain.
- Penrith City Council Business Ethics Statement has been updated to reflect Council's Modern Slavery responsibilities

## Our Rates and Charges Written Off

The Local Government Act 1993 classifies various transactions as being write-offs of rates and charges. The reasons for write-offs include properties becoming exempt from rates, pensioner rebates, changes in rating category, hardship, roundings, postponed rates, domestic waste corrections, small balance write-offs and valuation objections.

The table below summarises the rates and sundry debtor amounts written off during 2023-24 under legislation, delegated authority, or pursuant to Council resolutions.

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

Council receives reimbursement from the NSW Government for 55% of the statutory pension rebates provided.

### Summary of rates and sundry debtor amounts written off during 2023-24

<b>RATES AND CHARGES WRITTEN OFF</b>	<b>\$</b>
General Rates	59,905
Extra Charges	83,035
Domestic Waste	3,332
<b>TOTAL</b>	<b>146,272</b>
<b>PENSION REBATE ABANDONMENTS</b>	<b>\$</b>
General Rates - Statutory	1,835,774
Domestic Waste - Statutory	677,885
Stormwater - Voluntary	221,540
<b>TOTAL</b>	<b>2,735,199</b>
<b>SUNDRY DEBTOR ABANDONMENTS</b>	<b>\$</b>
Sundry Debtor	23,822
<b>TOTAL</b>	<b>23,822</b>



## Our Capital Projects Summary

In 2023–24, we expended a total of \$127,355,751 on capital projects. The following table provides a listing of projects and amount expended during the year.

### Capital Projects progress report by location, project and cost in 2023–24

LOCATION	DESCRIPTION	EXPENDITURE (\$)
<b>CEMETERIES</b>		
Emu Plains	New Ashes Wall - Emu Place Cemetery	43,000
<b>TOTAL CEMETERIES</b>		<b>43,000</b>
<b>CHILDREN'S SERVICES</b>		
Various	Building Upgrades	16,002
	CS IT Replacement Capital	15,164
	CS Playground Upgrades	141,828
Penrith LGA	OOSH Bus Fleet Replacement	197,308
<b>TOTAL CHILDREN'S SERVICES</b>		<b>370,301</b>
<b>CITY PLANNING</b>		
Werrington	Kings Central VPA	375,353
<b>TOTAL CITY PLANNING</b>		<b>375,353</b>
<b>CIVIL MAINTENANCE, RENEWAL AND CONSTRUCTION</b>		
Various	Road Resealing/ Resheeting (Pt AREAS)	5,138,570
Various	Traffic Facilities - Regulatory	504,154
Various	Construction of Bicycle Facilities	2,669
Jamisontown	Tench Avenue Jamisontown wombat crossing with bike path	149,022
Penrith	Bike Racks	13,163
Various	Dedication - Subdivision Roads	5,519,551
Various	Dedication - Drainage Works	7,759,173
Llandilo	Rural Roads Widening	143,526
Various	Roads Reconstruction	1,002,874
Penrith LGA	Urban Drainage Construction Program	540,818
Penrith	Reserve Street Mid-Block Pedestrian Blisters	962
Llandilo	Third Avenue	2,482
Glenmore Park	Ridgetop Drive - Glenmore Parkway - Bluestone Drive	114,927
Cambridge Park	Herbert Street - Francis Street	247,521
Claremont Meadows	Myrtle Road	56,116
Penrith	Intersection of Cox Avenue & Parker Street	49,205
Werrington	Burton Street	18,181
Jordan Springs	Jordan Springs Public School Fencing	17,198
Penrith	Illawong & Caloola Ave - Pedestrian Crossing Plan	13,000
St Clair	Blackwell Avenue	29,154
Leonay	Leonay Parade	28,428
Mulgoa	Littlefields Road	23,082
Orchard Hills	Homestead Road	339,788
Londonderry	Whitegates Road	358,992
Londonderry	Doak Avenue	332,854
South Penrith	Jamison Road	115,754
Penrith LGA	Nation Building Black Spot Program	(123)

LOCATION	DESCRIPTION	EXPENDITURE (\$)
South Penrith	Maxwell St	(353)
St Marys	Forrester Rd between Glossop St - Christie St	84,740
Werrington	Victoria St between Richmond Rd - east of Burton St	(10,966)
Emu Plains	Shared Path Great Western Highway Emu Plains to Glenbrook	72,213
Various	Safer Roads Program 2021-22	(2,494)
Kingswood	Peppermint Crescent	23,634
St Clair	Feather Street and McIntyre Avenue	3,380
Penrith	Woodriff Street Drainage Rectification Works	42,163
Orchard Hills	Sweetwater Grove	22,412
Orchard Hills	Wentworth Road	273,505
Penrith	Woodriff Street	(28,190)
Various	2022-23 Australian Government Black Spot Program	559
Colyton	Shepherd Street & Marsden Street	42,401
Colyton	Hewitt Street & Desborough Road	149,849
Cranebrook	Andrews Road and Laycock Street	2,053
Kingswood	Santley Crescent, Derby Street & Bringelly Road	36,547
Various	Roads Reconstruction	38,337
Luddenham	Gate Road - Gate Road (TfNSW completed) to End	82,621
St Marys	Maple Road	480,230
South Penrith	Fragar Road	430,054
South Penrith	Greenhills Avenue	2,424
Penrith	Jamison Road	382,986
Glenmore Park	Woodlands Drive	(22,337)
St Marys	Forrester Road- St Marys Rail to Christie Street	751,586
Various	Rural Roadside Drainage Program	206,379
Londonderry	Clark Road	12,000
Various	Rural Roadside Drainage Cleanup	50,071
Various	Rural Roadside drainage--Surveys Llandilo, Londonderry, Berkshire Park	20,000
Werrington	Harold Corr Stage 2 Overflow Car Park	69,985
Various	Regional and Local Roads Repair Program 2023	1,491,141
Agnes Banks	Castlereagh Road	64,364
St Clair	Aldan Place	89,417
Orchard Hills	Cabernet Circuit	299,467
Agnes Banks	Geebung Close	25,753
Llandilo	Eight Avenue	54,306
Cranebrook	Grays Lane	1,552,281
Cranebrook	Greygums Road	1,539,118
Cranebrook	Hindmarsh Road	356,840
Cranebrook	McHenry Road	286,578
Colyton	Hewitt Street - RLRRP - patching	64,576
St Clair	Blackwell Drive	63,530
Werrington	Oldham Avenue	45,431
Luddenham	Luddenham Road	761,267
Londonderry	Spinks Road	65,672
Kingswood	Second Avenue	67,998

LOCATION	DESCRIPTION	EXPENDITURE (\$)
Cranebrook	Vincent Road	169,156
Erskine Park	Ballyleaney Place	32,244
Glenmore Park	Woodlands Drive	426,780
Erskine Park	Bittern Close	62,639
Erskine Park	Dunstaffnage Place	25,566
St Clair	Evening Row	14,897
Erskine Park	Gull Place	33,906
Werrington County	John Batman Avenue	110,906
North St Marys	Links Road	188,395
St Clair	Lorikeet Place	32,659
Colyton	Monfarville Road	120,746
Penrith	Nepean Avenue	65,403
St Clair	Salem Close	14,507
Erskine Park	Skylark Crescent	58,644
Erskine Park	Swallow Drive	627,032
St Clair	Todd Row	192,282
St Clair	Trout Place	62,225
St Clair	Tuna Place	(24,161)
Erskine Park	Virgo Place	10,402
St Clair	Warrenton Street	91,761
Erskine Park	Weaver Street	67,384
Werrington County	Wilde Place	34,502
Glenmore Park	Allison Drive	36,379
Penrith	86 Station Street, Penrith	26,494
Orchard Hills	Verdelho Way (South)	209,310
Claremont Meadows	Myrtle Road	54,010
South Penrith	Evan Street	667,390
Llandilo	Seventh Avenue	17,349
Wallacia	James Street	27,898
South Penrith	Jason Avenue	112,148
South Penrith	Joanna Street	116,818
St Marys	Lee Holm Road	47,659
Penrith	Mullins Road - Industrial	515,955
South Penrith	Samuel Foster Drive	202,939
South Penrith	Smith Street	182,818
Mulgoa	Kings Hill Road T010410	76,415
Londonderry	30-34 Macpherson Road	31,903
Emu Heights	Palomino Road and Russell Street	28,641
St Marys	Lee Holm Road	93,600
Castlereagh	Devlin Road	140,286
Agnes Banks	Persoonia Avenue	66,561
Orchard Hills	Wentworth Road	149,387
Castlereagh	Devlin Road - Minor Culvert Replacement	50,051
St Clair	Eden Glen	30,239
Kingswood	Derby Street	175,333



LOCATION	DESCRIPTION	EXPENDITURE (\$)
St Clair	Grumman Place	43,921
St Clair	Javelin Row	9,546
St Clair	Rhine Street	15,032
St Clair	Seta Close	27,251
St Clair	Tonga Close	17,549
St Clair	Chrisalex Place	31,845
St Clair	Comet Glen	9,470
St Clair	Macbeth Grove	27,442
St Clair	Parroo Close	48,514
Llandilo	Second Avenue	23,523
St Clair	Comboyne Place	10,502
St Clair	Concorde Place	40,786
St Clair	Woronora Place	31,452
Penrith	Worth Street	36,726
Penrith	397 High Street	210,623
Penrith	331 High Street	127,306
Penrith	27-55 Station Street (adjacent Westfield entrance)	130,955
Various	Urban Drainage Construction Program 2023-24	(24,824)
South Penrith	Narooma Avenue	9,704
Glenmore Park	Glenmore Parkway	6,770
Wallacia	Montelimar Place Design Work	8,350
Cambridge Gardens	Trinity Drive new footpath and crossing	91,634
Kingswood	Bringelly Road (Montgrove College) Pedestrian Cross	393,761
Various	Street Lighting Installation	4,900
Penrith	Site 2 (HPAA) Station Street	160
Colyton	Shepherd Street and Hewitt Road	58,535
St Clair	McIntyre Avenue and Feather Street	40,457
Cambridge Park	Herbert Street Pedestrian Crossing	43,548
Penrith	Union Road and Station Lane pedestrian refuges Penrith	57,880
Glenmore Park	Ridgetop Drive	23,171
Penrith	Coreen Avenue Shared Path	118
Penrith	Section 2: Coreen Avenue, Combewood Avenue to Sydney Smith Drive	269,997
Penrith	Section 3: Coreen Avenue, Sydney Smith Drive to Coombes Drive	203,474
Kingswood	Samuel Foster Reserve Pedestrian Bridge	88,699
Werrington	Parkes Avenue Irrigation Renewal	3,775
Penrith CBD	Evan Street & Stafford Street	90,843
Penrith	DESIGN ONLY - Stafford Street and Evan Street	3,200
Glenmore Park	DESIGN ONLY - Glenmore Parkway	77,001
Llandilo	Third Avenue (between Seventh and Fifth Avenue)	100,170
Llandilo	DESIGN ONLY - Llandilo	23,950
St Marys	DESIGN ONLY - Carpenter Road and Marsden Road	6,250
Londonderry	Betterment of the Driftway	1,067,963
Luddenham	Luddenham Road (Aerotropolis Restoration Works)	1,584,205
Orchard Hills	Patons Lane (Aerotropolis Restoration Works)	372,952
Werrington	Great Western Highway (eastbound) Werrington Bus Stop	56,075

LOCATION	DESCRIPTION	EXPENDITURE (\$)
St Marys	Monfarville Street south of Lonsdale Street	5,461
St Marys	Monfarville Street and Carpenter Street	8,239
Kemps Creek	Aldington Road Heavy Patching	506,538
Penrith	Lethbridge Street shared path Project	82,507
Penrith	Castlereagh Road(westside) Pathway Project	74,321
St Marys	Wison Street, Mamre Road to Barker Street Pathway Project	39,780
Werrington	Burton Street, Roebuck Road, Cottage Street Pathway Project	69,314
Claremont Meadows	12 Myrtle Road Pathway Project	173,210
Emu Heights	Riverside Road - Major erosion	1,900
South Penrith	Jamison Park Netball Court Renewal and Betterment	2,100
<b>TOTAL CIVIL MAINTENANCE, RENEWAL AND CONSTRUCTION</b>		<b>44,510,561</b>
<b>COMMUNITY FACILITIES AND RECREATION OPERATIONS</b>		
Various	Neighbourhood Centres/Halls Improvements	16,357
Emu Plains	Replace access control system - Emu Plains Tennis Courts	7,614
<b>TOTAL COMMUNITY FACILITIES AND RECREATION OPERATIONS</b>		<b>23,971</b>
<b>COMMUNITY FACILITIES AND RECREATION PLANNING</b>		
Penrith	Parker Street Reserve Upgrades	119,893
Werrington	The Kingsway Drainage Upgrade	14,984
Kingswood	Chapman Gardens Precinct Upgrade	1,699
Kingswood	Doug Rennie Fields Amenities	906,408
Kingswood	Chapman Gardens Irrigation	1,350
South Penrith	Jamison Park Synthetic Connections	1,148
Penrith	Shade, Spence Park	20,000
<b>TOTAL COMMUNITY FACILITIES AND RECREATION PLANNING</b>		<b>1,065,483</b>
<b>COMMUNITY RESILIENCE (COMMUNITY SAFETY)</b>		
Penrith	Great River Walk safety upgrade	458,292
<b>TOTAL COMMUNITY RESILIENCE (COMMUNITY SAFETY)</b>		<b>458,292</b>
<b>COMMUNITY RESILIENCE (NEIGHBOURHOOD RENEWAL)</b>		
Various	Mayoral Youth Challenge	208,825
<b>TOTAL COMMUNITY RESILIENCE (NEIGHBOURHOOD RENEWAL)</b>		<b>208,825</b>
<b>COUNCIL AND CORPORATE GOVERNANCE</b>		
Penrith City Council	Capital Purchases for Print Room	11,950
<b>TOTAL COUNCIL AND CORPORATE GOVERNANCE</b>		<b>11,950</b>
<b>DESIGN AND PROJECTS</b>		
Emu Plains	Regatta Park - Stage 1	9,295,770
Claremont Meadows	Gipps Street Recreation Precinct	20,639,263
Penrith	City Park	8,752,757
Various	Park Asset Shade Sails	(13,310)
Penrith	Parker Street Sporting Field Upgrades	26,222
Penrith LGA	Digital Level	22,662
St Marys	Ripples Leisure Centre Splashpad Facilities	(4,000)
Glenmore Park	Mulgoa Rise Amenity Building Extensions	13,700
St Clair	Mark Leece Oval New Amenity Building	44,078
St Clair	Mark Leece Oval - Stage 2	257,434

LOCATION	DESCRIPTION	EXPENDITURE (\$)
Erskine Park	Chameleon Reserve Stage 1 Tree Planting	6,966
St Clair	Corio Drive	4,835
St Clair	Kindanda Childcare Centre	13,045
North Penrith	Nursery Redevelopment	68,458
Werrington	Harold Corr Synthetic Track Upgrade	78,347
Various	Dunheved Road Upgrade	2,442,935
Werrington County	1 - 5 John Oxley Werrington County Land Acquisition	866,668
Penrith	JSPAC Cafe Renewal and Refurbishment	37,088
Penrith	Hickeys Lane Amenities Renewal	578,570
Penrith	Carpark Renewal	23,980
North St Marys	Boronia Park Amenities Renewal	552,425
North St Marys	Dog Park	198,768
Jordan Springs	Cricket Nets	519
Penrith	Boating Now Round 3 Kayak Launch	22,496
South Penrith	Eillean Cammack Building Refurbishment	566
Penrith	Civic Centre Renewal	98,264
Penrith	New adult changing space	13,869
St Marys	Bill Ball (Cook Park) Oval Upgrade	12,068
St Marys	Carpark Construction	480,627
Penrith	Woodriff Gardens Tennis Amenity Upgrade	1,492,967
Glenmore Park	Ched Towns Amenity Renewal & Upgrade	1,024,217
Penrith	Great River Walk Nepean Av Shared Use Path	154,120
St Clair	David Currie Playspace Banks Drive St Clair	18,319
Colyton	Brooker and Day Street Reserve Colyton	408
Penrith LGA	Cooling the City Strategy Green Infrastructure Project	215,392
St Marys	Bennett Park St Marys Mixed Recreation Space	81,078
St Marys	Bennett Park St Marys Mixed Recreation Space - Westinvest	84,736
St Marys	Monfarville Amenity Building Upgrade	117,559
St Marys	St Marys Hall Network Upgrades	4,723
Llandilo	Wilson Park Mayoral Challenge	563,213
Jamisontown	Robinson Park Renew Playgrounds	343
Werrington	Kingsway North (Touch) Field Upgrades	147,038
Emu Heights	Wedmore Road Dog park upgrade	939
St Marys	Cook Park Floodlight Upgrades	6,355
Cambridge Gardens	Trinity Drive Mixed Recreation Shade Seating Paths	100
Emu Plains	Penrith Regional Gallery Main Gallery Floor and Asset Replacement	4,600
Emu Plains	Emu Plains Regatta Park - Kiosk	776,178
Emu Plains	Other Consultant	4,740
St Marys	Cook Park Amenity Building & Grandstand Upgrade	283,611
St Marys	Cook Park Amenity Building & Grandstand Upgrade - Westinvest	390,292
Glenmore Park	Surveyors Creek Softball Facility	299,405
Penrith	Stapley Street New Play Equipment Shade & Paths	4,798
Cambridge Gardens	Trinity Drive Reserve Renewal	63,666
South Penrith	South Penrith Neighbourhood Centre Renewal	1,383
Werrington	Kingsway North Amenity Building Renewal	2,099,455



LOCATION	DESCRIPTION	EXPENDITURE (\$)
Penrith	JSPAC Q Theatre Lighting and Seating Replacement	11,950
St Clair	St Clair Leisure Centre A/C installation	116,783
St Clair	Peter Kearns Oval David Currie Amenity Upgrade and Renewal	409,711
Penrith	University of the 3rd Age Building Renewal	4,589
Erskine Park	Capella Reserve Renewal	262,597
Erskine Park	Chameleon Reserve Masterplan	4,333
Erskine Park	Ridgeview Crescent Playground Renewal	201,075
St Clair	Explorers Way Playground Renewal	172,634
Jamisontown	Willoring Crescent Reserve Playground Renewal	281,367
Cranebrook	Goldmark Crescent Kurwan Reserve Playground Renewal	157,280
Kingswood Park	Illawong Community Playspace New Playground	230,360
Werrington Downs	Jim Anderson Reserve Playground Renewal	288,991
Penrith LGA	Berried Treasure	230,188
Penrith LGA	Planting Trees for the Queen's Jubilee	5,042
St Marys	Upgrade to Accessible Rooms	158,613
St Marys	Staff Room	79,795
St Marys	West Lane Toilets Upgrade & New Adult Change	441
St Marys	Amenities Upgrade	2,282
St Marys	New Adult Change Room	2,464
Emu Plains	Penrith Regional Gallery Air-con Renewal	42,364
St Clair	Coowarra Cottage NHC High-risk work	40,000
Emu Plains	Blue Emu CCC Minor renewal and high-risk work	353,088
St Clair	Kindana B&A Minor renewal and high-risk work	303,190
St Marys	Koala Corner CCC High-risk work	192,011
Jordan Springs	Jordan Springs Village Lake - Decking Repairs	237,794
Kingswood	Samuel Foster Reserve Pedestrian Bridge Renewal & Upgrade	1,400
St Clair	Cook Parade Childcare Centre Refurbishment	523,506
St Marys	St Marys Library Lift Replacement	16,319
Emu Plains	River Road Major Culvert Renewal (SRV)	137,264
Emu Plains	River Road Buring Ave Culvert Replacement (DRFA)	2,231,843
Cambridge Park	Be Cool To School - Cambridge Park	243,443
Cambridge Park	Be Cool To School - Bushcare	13,326
Penrith	Coreen Avenue and Lemongrove Road Intersection Upgrade	132,589
Penrith	Coreen Avenue and Bel-Air Road Roundabout Upgrade	128,056
Penrith	Coreen Avenue and Coombes Drive Intersection Upgrade	240,474
Penrith	Coreen Avenue and Sydney Smith Drive Intersection Upgrade	120,863
St Marys	Monfarville Reserve Playspace	11,249
Colyton	Gilmour Street Reserve Playspace Colyton	3,576
Penrith	Andrews Road Baseball - Drainage and Playing Surface Upgrade	11,828
Penrith	Andrews Road Baseball - Field & Drainage	270
Londonderry	Londonderry Park Playground Upgrade	7,687
Glenmore Park	Blue Hills Wetlands Western Platform Renewal	113,656
Glenmore Park	Pinnacle Park Softfall Renewal	49,789
St Marys	St Marys City Planning and Development	721,578
St Marys	Project Management Admin (PMA)	(250,269)

LOCATION	DESCRIPTION	EXPENDITURE (\$)
South Penrith	Carita Childcare Centre	2,500
Penrith	JSPAC General Renewal	144,374
Penrith	JSPAC Hydrant Pump Renewal	127,416
Penrith	JSPAC Replacement of Security Gate	53,046
Emu Plains	Lewers Roof Renewal	11,338
Penrith	The Joan Lift Panel and Button upgrade	12,385
Penrith	Joan Foyer Lighting Renewal	20,450
Penrith	JSPAC Final Carpet installation	115,623
Werrington Downs	Werrinda CCC Building Insurance Restoration	352,761
Claremont Meadows	Multi Indoor Sports Stadium	941,368
Various	Playspace Network Upgrades	264,549
Penrith CBD	Nursery Upgrade and Cumberland Plain Improvement Project	56,047
Cranebrook	Andromeda Oval Storage, Sports surface & Carpark Improvement	9,380
Cranebrook	Andromeda Oval Storage, Sports surface & Carpark Improvement	123,012
Various	Children Services Fire Safety	186,818
Penrith	Civic Centre Renewal Customers Service Counter	6,737
Penrith	Penrith Library New Adult Change Room	56,697
Penrith	Penrith Library and Civic Centre Toilets	3,500
Penrith	Penrith Library Front Counter Refurbishment	8,547
Glenmore Park	Glenmore Park CFP Flooring	108,075
Werrington	Namatjira NHC roof renewal	2,204
Penrith CBD	Penrith Baby Health Centre & CWA roof renewal	2,204
Regentville	Regentville Small Hall roof renewal	4,129
St Clair	St Clair Rec Centre - Roof Works	3,446
Penrith	Penrith Pool Kiosk	5,776
Claremont Meadows	SES Headquarters Operational Centre roof renewal	629
Cranebrook	Goldmark Crescent Reserve	15,101
Penrith	Parker Street Reserve Upgrades	2,450
South Penrith	Jamison Dog Park Separation	125,656
Caddens	Caddens Oval Synthetic Cricket Pitch Installation	35,455
Cambridge Park	Allsopp & Patterson Oval Amenity Concreting	36,572
Emu Plains	Union Inn Heritage Interpretation	11,070
Penrith Council	GoC3-58 Penrith LGA Tree Planting Stage 2	6,087
<b>TOTAL DESIGN AND PROJECTS</b>		<b>63,477,491</b>
<b>DIVISIONAL ASSURANCE (CITY SERVICES)</b>		
Penrith Council	CCTV Upgrade & Renewal Program	42,923
<b>TOTAL DIVISIONAL ASSURANCE (CITY SERVICES)</b>		<b>42,923</b>
<b>ENVIRONMENT HEALTH (BIODIVERSITY)</b>		
Penrith LGA	Stormwater Work Improvement Program	311,897
<b>TOTAL ENVIRONMENT HEALTH (BIODIVERSITY)</b>		<b>311,897</b>
<b>FLEET AND PLANT MANAGEMENT</b>		
Various	Motor Vehicle Purchases	3,134,288
Penrith	Plant Replacement	1,286,450
Penrith	Mechanics Workstation & Tool Storage Upgrade	17,946
<b>TOTAL FLEET AND PLANT MANAGEMENT</b>		<b>4,438,684</b>

LOCATION	DESCRIPTION	EXPENDITURE (\$)
<b>INFORMATION MANAGEMENT</b>		
Various	Information Management System	29,400
Penrith	Records Capital Equipment Purchases	29,648
<b>TOTAL INFORMATION MANAGEMENT</b>		<b>59,048</b>
<b>INFORMATION TECHNOLOGY</b>		
Various	Desktop Hardware / Devices	378,084
Civic Centre	Passadena Room Upgrades	87,323
<b>TOTAL INFORMATION TECHNOLOGY</b>		<b>465,406</b>
<b>LIBRARIES</b>		
Various	Library Resources - Capital	504,335
Penrith	Library Special Purpose Projects -Building	46,104
Penrith	RFID Returns Chute	18,112
Penrith	Diplomat PRO Self-Service Terminal and UV-C Tower	71,458
<b>TOTAL LIBRARIES</b>		<b>640,010</b>
<b>PROPERTY DEVELOPMENT AND MANAGEMENT</b>		
Various	Property Development Expenditure Project	1,705,024
Various	Asset Management Capital Works	64,597
Erskine Park	Erskine Park Urban Reinvestment	4,086
Emu Plains	Emu Plains Employment Precinct (Capital)	2,515,238
Emu Plains	The Police Cottage	200,627
St Clair	Carpark Resurfacing 35B Colorado Drive St Clair	56,851
<b>TOTAL PROPERTY DEVELOPMENT AND MANAGEMENT</b>		<b>4,546,422</b>
<b>PUBLIC SPACE MAINTENANCE (BUILDINGS)</b>		
Various	Bus Shelters Program	145,540
Penrith LGA	Building Asset Renewal	144,391
St Marys	Ripples St Marys General Renewal Allocation	74,504
Glenmore Park	Surveyors Creek Childcare Centre Gutter Renewal	14,241
Castlereagh	Castlereagh Hall Aircon Renewal	19,385
Erskine Park	Erskine Park B&A External Work	146,040
Cranebrook	Tamara Childcare Centre Drainage works	31,361
St Marys	Ripples Aquatic Centre Backwash Pump Replacement	35,592
Claremont Meadows	Claremont Meadows CCC	6,466
Cranebrook	Cranebrook NHC	18,247
Cranebrook	Grays Lane CCC	42,669
South Penrith	Jamison Park Netball Amenities	13,576
St Marys	St Marys Community Centre	29,165
Penrith	Solar Panel Monitoring Equipment Renewal	12,704
Mulgoa	Mulgoa RFS Genset Installation	23,438
Cranebrook	Grays Lane Child Care Roof Repaint Works	24,880
Cranebrook	Andromeda Drive NHC - Replace AC unit	13,020
Emu Plains	Dukes Oval asphalt renewal	19,564
Penrith	Supply and install new UV control box for Triangle Splash Pad	39,096
St Marys	Ripples Cafe Refrigeration	12,475
St Marys	Ripples Aquatic Centre Filter Emergency Renewal	158,751
St Marys	Ripples Supply of specialised filter replacement parts	75,888



LOCATION	DESCRIPTION	EXPENDITURE (\$)
St Marys	Ripples Waterproofing of filter cells	81,900
St Marys	Ripples Autoflow valve upgrade and new valve motor	163,691
St Marys	Ripples Sand blowing - Scapeworks	13,200
St Marys	Ripples Supply of filter sand	19,850
St Marys	Ripples Tiles Installation	15,021
Penrith	Thornton Community Centre	9,523
Various	Land Recognition - Community (D)	1,236,000
Various	Land Recognition - LUR	477,558
Various	Open Space Asset Dedications	1,643,805
<b>TOTAL PUBLIC SPACE MAINTENANCE (BUILDINGS)</b>		<b>4,761,542</b>
<b>PUBLIC SPACE MAINTENANCE (CITY SERVICES)</b>		
Glenmore Park	Surveyors Creek Glenmore Park - Dugouts & Diamond 1 surface	(10)
St Marys	Long Jumps Run Up Renewal	46,628
St Marys	Cook Park Floodlight Repairs	17,366
<b>TOTAL PUBLIC SPACE MAINTENANCE (CITY SERVICES)</b>		<b>63,983</b>
<b>PUBLIC SPACE MAINTENANCE (CROSS CITY)</b>		
Kingswood	Chapman Gardens Seating Renewal	21,447
Werrington County	Ellison Reserve Picnic Shelter Renewal	16,540
Cranebrook	Greygums Oval Long Jump Resurfacing	28,306
<b>TOTAL PUBLIC SPACE MAINTENANCE (CROSS CITY)</b>		<b>66,293</b>
<b>SECURITY AND EMERGENCY SERVICES MANAGEMENT</b>		
Regentville	Regentville RFS Driveway Replacement	300,809
Regentville	Stage 2 Regentville Driveway works	287,620
Penrith LGA	RFS LED Lighting upgrades Project	69,606
Penrith LGA	Rural Fire Service Equip-Grant Funded	480,000
Londonderry	Londonderry Brigade Station Improvements	49,636
Mulgoa	New Mulgoa Rural Fire Service Station Construction	20,451
Erskine Park	Erskine Park Fire Station Upgrade	34,802
Castlereagh	Castlereagh Station Upgrade	12,005
<b>TOTAL SECURITY AND EMERGENCY SERVICES MANAGEMENT</b>		<b>1,254,929</b>
<b>SOCIAL STRATEGY</b>		
Various	Disability Access Improvements	20,016
<b>TOTAL SOCIAL STRATEGY</b>		<b>20,016</b>
<b>STRATEGIC ASSET MANAGEMENT PLANNING</b>		
Penrith	Weir Reserve Flood Recovery Projects	3,531
<b>TOTAL STRATEGIC ASSET MANAGEMENT PLANNING</b>		<b>3,531</b>
<b>TRAFFIC MANAGEMENT, PARKING AND ROAD SAFETY</b>		
Various	LTC / Urgent Traffic Facilities	135,838
<b>TOTAL TRAFFIC MANAGEMENT, PARKING AND ROAD SAFETY</b>		<b>135,838</b>
<b>TOTAL CAPITAL PROJECTS</b>		<b>127,355,751</b>

## Our Capital Expenditure Reviews

There were no Capital Expenditure Reviews carried out during the 2023-24 financial year.

# Appendix 6

## Our Compliance Report



Council's enforcement officers are required to make decisions and use discretion to address non-compliant activities. Section 8 of the Local Government Act 1993 requires regulatory activities to be carried out consistently, proportionate to non-compliance, and without bias.

Effective decision making and actions ensure the health, safety and environmental protection of all stakeholders including residents, visitors, workers and business operators.

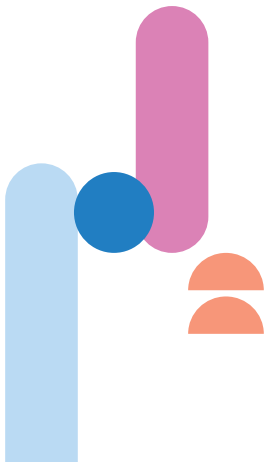
Our Compliance and Enforcement Policy provides the framework to support a responsive risk-based approach to compliance and enforcement, and ensures our resources are targeted towards matters that contain a high degree of risk to residents and the environment.

### UNAUTHORISED LAND USE AND DEVELOPMENTS

In the past year there were increased complaints and demands for Council's services relating to unauthorised land use and developments. The continued rise in people working from home, cost of living pressures and housing affordability has contributed to increase in unauthorised activities and building works relating to secondary dwellings, conversion of garages to living areas and facilitating home business functions. Unlawful earthworks, vegetation removal and creation of driveways and carports have facilitated an increase in home businesses and living arrangements.

### URBAN GROWTH DEVELOPMENTS AND BUILDING SITES

Increased urban growth developments and building site activities have put greater demand on our ability to regulate these activities and manage impacts on residents and the surrounding environment. Developments approved by private certifiers largely contributes to the additional demand for Council resources in this area. The continued development of the Western Sydney International (Nancy-Bird Walton) Airport, Sydney Metro - Western Sydney Airport and State Significant Development approved by the NSW Department of Planning, Housing and Infrastructure have impacts on the surrounding community and Council resources in responding to these concerns.



## COURT PROCEEDINGS

The increase in complexity of Council investigations and actions has resulted in an increase of matters in local court and Land and Environment Court proceedings.

## COMPLAINTS RECEIVED AND ACTIONED

The following table provides an overview on the variety of complaints Council received and actioned during 2023–24.

### Complaints received and actioned by type in 2023–24

CATEGORY	RECEIVED	COMPLETED
Asbestos	34	40
Dangerous structure	14	20
Landfilling/earthworks	87	99
Tree clearing	85	62
Other- sex services/demolition	18	9
Sediment control/ building sites	170	224
Unauthorised structures/shed/carport/driveway	145	154
Unauthorised dwelling/granny flat	105	91
Unauthorised signage/VMS	25	17
Unauthorised business/land use	101	121
Industrial auditing	32	43
Compliance with conditions of consent	144	141
Flooding	64	77
Civil	44	45
<b>TOTAL</b>	<b>1,068</b>	<b>1,143</b>

## Our Inspections of Private Swimming Pools

We are committed to keeping pool users safe by ensuring privately owned swimming pools contain a compliant child-resistant barrier.

Council delivered a swimming pool inspection and education program aimed at owners or managers of private swimming pools. This program is part of our legislative obligations outlined in the Swimming Pool Act 1992. Council is required to:

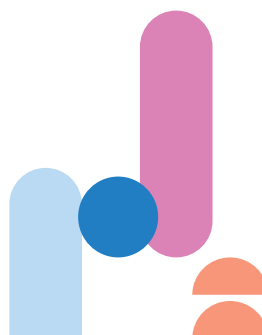
- Take appropriate steps to ensure that we are notified of the existence of all swimming pools in our LGA.
- Promote awareness of the requirements of the Act in relation to swimming pools.
- Investigate complaints about breaches of this Act in accordance with section 29A.

In 2023–24, Council delivered its swimming pool education program and pool safety messaging aimed at pool owners. The campaign was delivered from December 2023 to February 2024 during the

peak summer and swimming season. The education campaign aims to:

- Inform the community of the standards of responsible pool safety.
- Inform the community on how to ensure that their pool is compliant.
- Raise water safety awareness with a focus on not propping open pool gates and unfenced portable pools.
- Emphasise a safe swimming pool saves lives.

During the year, there were more pool owners seeking Certificates of Compliance as part of property lease agreements. A Certificate of Compliance or Certificate of Non-Compliance is also required in property of sale contracts. The increase in Council services in this area is due to our prompt inspection regime, and reduced service that private accredited certifiers are providing in swimming pool certification.





## Swimming pool inspections by type in 2023–24

OUR INSPECTIONS OF PRIVATE SWIMMING POOLS	
Total number of swimming pool inspections (includes spa pool)	763
Total number of inspections in relation to Compliance Certificate	521
Total number of mandatory inspections (tourist and visitor accommodation)	21
Total number of compliance certificates issued	314
Total number of certificates of non-compliance issued	17

## Our Program of Inspections

### FOOD SAFETY PROGRAM

Council's Food Safety Program has 966 food businesses registered requiring inspection and 95 low risk businesses that are incident only – e.g. home-based businesses.

We completed approximately 966 primary food business inspections and 429 food business reinspections.

Approximately 477 food businesses rated 5 star, 199 rated 4 star and 104 rated 3 star. This equates to 81% of local food businesses receiving a rating certificate. 131 businesses did not qualify or were not eligible for a rating (bar only) with a further 58 inspections confirming the business had closed or changed proprietors.

During the reporting period 92 Improvement Notices, 7 Prohibition Orders and 9 Penalty Infringement Notices were issued.

42 food business related complaints have been investigated.

During the reporting period, Council's Temporary Event and Mobile Food Safety Program issued 484 approvals for temporary events and 38 mobile food van approvals. 157 food safety inspections were completed at community and public events.

One newsletter was sent to all registered food businesses and one free Food Handler Education Seminar was conducted.

### SKIN PENETRATION SAFETY PROGRAM

At the end of June 2024, Council's Skin Penetration Safety Program had 121 registered businesses.

We completed approximately 126 primary skin penetration business inspections and 19 reinspections between 1 July 2023 and 30 June 2024.

During the reporting period three Improvement Notices were issued to businesses.

### PUBLIC SWIMMING POOL AND SPLASHPARK SAFETY PROGRAM

At the end of June 2024, Council's Public Swimming Pool and Splash Park Safety Program had 29 registered businesses totalling 45 pools and splash parks.

We completed approximately 28 primary swimming pool and splash park inspections and six reinspections between 1 July 2023 and 30 June 2024. One of the pools is new and registered late in the financial year. This will be prioritised for inspection during the 2024-25 reporting period.

During the reporting period two Improvement Notices were issued to businesses.

### REGULATED SYSTEM PROGRAM (LEGIONELLA SAFETY)

At the end of June 2024, Council's Regulated System Program (Legionella Safety) had 60 registered businesses with 22 warm water systems and 122 cooling towers registered.

We completed approximately 59 registered businesses inspections and two registered businesses reinspections between 1 July 2023 and 30 June 2024.

During the reporting period Council investigated six legionella notifications at the request of NSW Health. This involved Council directing businesses to submit reports and necessary documentation as well as completing legionella sampling at one business.

One Improvement Notice was issued in February 2024.

### REGIONAL ILLEGAL DUMPING (RID) SQUAD

Penrith City Council continues to host the operations of the Western Sydney RID Squad on behalf of the other member councils which currently include The Hills, Camden, Fairfield, Blacktown and Blue Mountains.

During the 2023–24 financial year, the RID Squad investigated 2,829 incidents resulting in 64 Penalty Infringement Notices, 28 Official Cautions and one Clean-Up Notice.

## Our companion animals

In 2023–24, our budget for Companion Animal Management and activities was \$1,202,127, with an actual spend of \$1,228,385. No external funding was made available during the year. We issued penalty infringements to the value of \$241,405 for various animal control offences.

### UNCLAIMED ANIMALS

Council has a range of strategies in place to comply with our obligations under section 64 of the Companion Animals Act 1998 to seek alternatives to euthanasia for unclaimed animals including:

- Working closely with the Hawkesbury Animal Shelter to facilitate a low-kill initiative to rehome dogs and cats wherever possible.
- Actively participating in the assessment and classification of dogs deemed suitable for rehoming.
- Maintaining beneficial working relationships with not-for-profit rehoming organisations.
- Improving social media messaging.
- Prioritising microchipping and maintenance of accurate database records to improve return rates.

### COMPANION ANIMAL MANAGEMENT

We lodge monthly returns on the Companion Animal Registry based on figures supplied by the Hawkesbury Animal Shelter. Table 48 shows the number of dogs and cats seized in accordance with Section 16(2) of the Companion Animals Act 1998.

Survey of Council seizures of cats and dogs in 2023–24, submitted to the Office of Local Government.

#### Survey of Council seizures of cats and dogs in 2023–24, submitted to the Office of Local Government

	DOGS	CATS
<b>Total Impounded</b>	499	464
<b>Released</b>	121	14
<b>Sold</b>	265	276
<b>Rehomed</b>	39	71
<b>Euthanised</b>	56	151
<b>Total dog attacks</b>	96	
<b>Total human victims</b>	56	
<b>Total animal victims</b>	65	

Council undertakes a variety of activities to comply with the Companion Animals Act 1998 and Companion Animals Regulation 2018. During 2023–24, we participated in a wide range of programs and education opportunities within the community including:

- Promoting and partially funding discounted desexing programs coordinated by the Animal Welfare League.
- Promoting, partially funding and participating in a pet microchipping and health check day coordinated by Greencross Vets.
- Assisting in promoting and partially funding the 'Friends of Hawkesbury' social media platform with responsible pet ownership messages.
- Assisting and supporting NSW Police with specialist services and companion animal reference materials.
- Planning and conducting a high-profile enforcement and education campaign called 'Tag, Wag and Bag.'
- Significantly increasing and targeting high profile recreational open spaces for companion animal offences.
- Participating in dog community events such as Dogs in the Park and Dogs NSW Open Day.

### OFF-LEASH DOG PARKS

There are seven active off-leash dog parks in Penrith. These areas are maintained and improved when funds become available. Our rangers work with our City Presentation Team to ensure reliable waste bag removal and replenishment. The off-leash parks are located at:

- Wedmore Road, Emu Plains
- Boundary Road and Soiling Crescent, Cranebrook
- Cullen Avenue, Jordan Springs
- Jamison Park, Racecourse Road, South Penrith
- Doncaster Avenue, Claremont Meadows
- Melville Road, St Clair
- Saddler Way, Glenmore Park

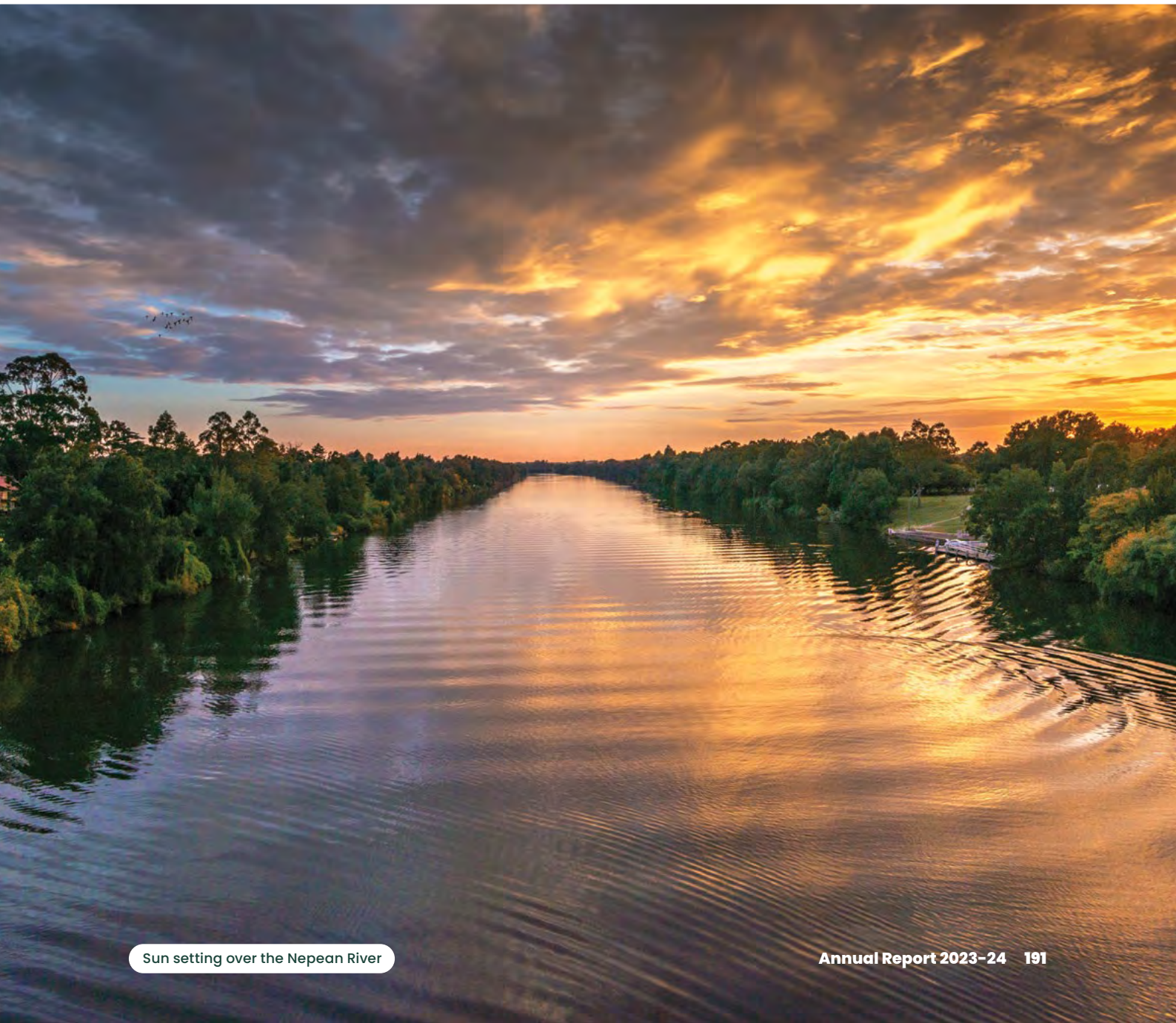
# Appendix 7

## Our Sustainability and Climate Change Report

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

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

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





## Our Energy and Water Management

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

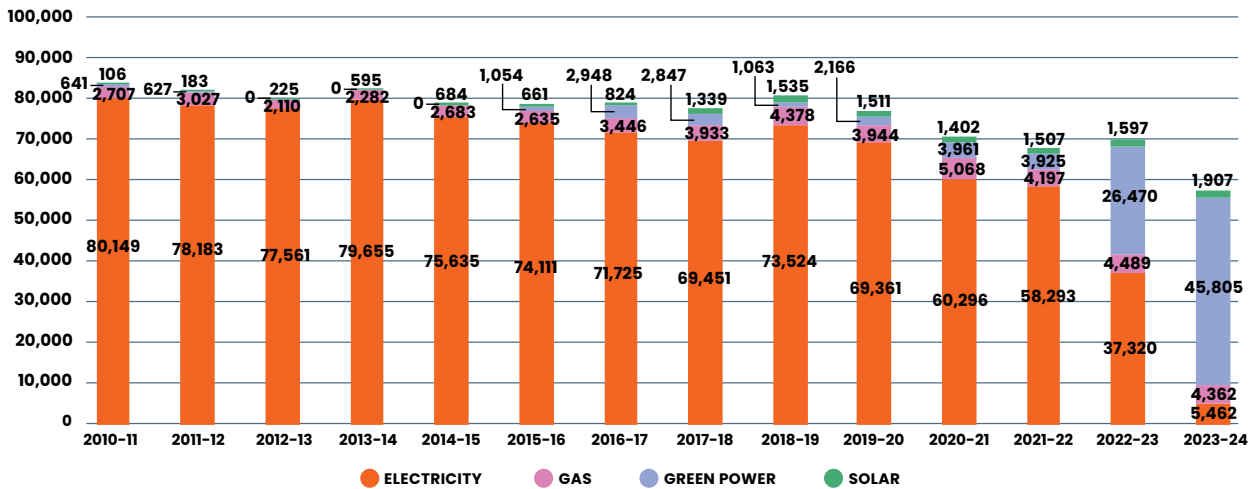
- 10% of Council's electricity supplied from low carbon sources by 2030
- 40% reduction in greenhouse gas emissions by 2030 based on 2010-11 levels
- Maximise opportunities for sustainable water sources

Since the baseline year (2010-11), combined energy consumption across all Council assets and facilities has been trending downwards from a high of 83,603GJ in 2010-11 to 57,537GJ in 2023-24, a drop of 31.2% as shown in the energy graph below. This is a result of ongoing energy management and the upgrading and improvement of plant and fixtures at our facilities. In 2023-24 energy use decreased by 17.7% compared to the previous year. This was due mainly to the upgrade of streetlighting to energy efficient LEDs and decreasing asset usage and energy use.

Part of our response to achieving this balance is to change the mix of energy used to power our facilities, with the continual contributions from rooftop solar. This is a consistent

trend and reflects a shift towards a less carbon intensive energy supply for Council, with less greenhouse gas emissions. Council also continues to supply accredited GreenPower to Council facilities with the supply of 100% renewable energy for major sites, streetlights, and smart metered small sites from 1 January 2023; and 20% green power for minor sites with basic meters. In 2023-24 this accounted for 45,805GJ of energy coming from accredited low carbon sources. In 2023-24 the supply of green power increased considerably compared to the previous year due to a full year of 100% renewable energy for major sites, streetlights, and smart metered small sites from the Power Purchasing Agreement established on 1 January 2023.

**Energy consumption (GJ) across all Council assets from 2010-11 to 2023-24**

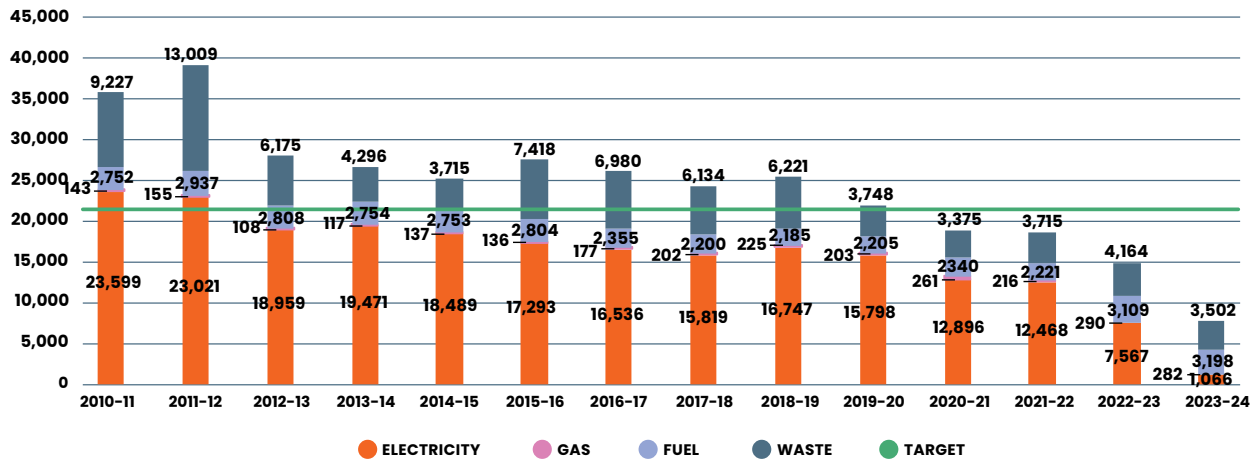


## Our Emissions

The following graph shows emissions associated with electricity and gas consumption over the last 12 years, along with emissions generated from fuel consumption from Council's fleet, and the disposal of corporate waste. Council's emissions target is shown as the horizontal line.

Since the baseline year (2010-11), combined emissions across electricity, gas, fuel and waste have decreased by 77.5% from 35,722 tonnes of CO2 equivalent in 2010-11 to 8,049 tonnes in 2023-24. Emissions decreased 47% in 2023-24 compared to the previous year.

### Our total emissions (by tonnes of carbon dioxide equivalent) from 2010-11 to 2023-24



## Our Solar Installations and Green Power

In 2023-24 Council generated 1,907GJ of electricity from rooftop solar systems located on 44 sites, increasing by 19% from the previous year.

Council also purchases accredited Greenpower for our facilities with the supply of 100% renewable energy for major sites, streetlights, and smart metered small sites from 1 January 2023; and 20% green power for minor sites with basic meters. In 2023-24 this accounted for 45,805GJ of energy coming from accredited low carbon sources. In 2023-24 the supply of green power increased considerably compared to the previous year due to a full year of 100% renewable energy for major sites, streetlights, and smart metered small sites from the Power Purchasing Agreement established on 1 January 2023.

Combined, the energy generated by Council's rooftop solar systems and the accredited Greenpower purchased for our sites equates to 47,712 GJ or 83% of our total energy consumption in 2023-24 compared to 40% in 2022-23.



Installation of Solar Panels

## Our Water Use

Council's potable water consumption, across all assets in 2023–24 was 231,504kL, an increase of 7% compared with the previous year. The increase in water use is primarily due to an extensive top-dressing program carried out on 50 sporting fields affected by flooding. There was an 8% increase in rainfall, recorded at 864mm, which helped to offset the increased demand for potable water during the reporting period. Recycled water is usually used on 4 playing fields to help reduce the use of potable water. Unfortunately, the Recycled Water Treatment Plant has been offline during the past three years due to flooding, and upgrade works being undertaken by Sydney Water.

## Our Sustainability

### Revolving Fund

Penrith City Council's highly successful Sustainability Revolving Fund (SRF) was established in 2003 and enables the savings made, as a result of sustainability initiatives, to be diverted into a designated fund to provide financial support for future sustainability projects. Projects must return the identified savings from projects back into the SRF for a minimum of 3 years. This allows the SRF to continue to support more projects into the future.

The SRF has since been expanded to forward fund the development of feasibility studies and/or business cases for future sustainability-based projects, with investigation into the support of resilience-based initiatives aligned to the Resilient Penrith Action Plan, as a means of increasing Council's capacity to build the resilience of Penrith.

Since its inception, the SRF has supported 56 projects to the value of just over \$3.8 million. The first project involved lighting and air conditioning upgrades. Since then, the SRF has supported the installation of solar panels, efficient lighting upgrades of facilities, heat reflective roof paint, solar hot water systems, electric vehicle charging station infrastructure and LED street lighting. Combined, these projects result in savings of more than \$1 million each year, along with abatement of close to 5,300 tonnes of CO2 equivalent.

Funding to purchase an Electric Zero Turn Mower for use at Civic Centre/CBD lawn spaces was approved. This will help initiate the transition Council's plant to electric vehicles as part of Council's EV transition Plan and will play a role in decreasing Council's greenhouse gas emissions and progress towards achieving net zero emissions.

Approved funding has also been provided to undertake a Utilities Management of Electricity, Water and Gas project. This will provide an end-to-end analysis of utility bills (i.e. electricity and water) to uncover discrepancies, remediate errors, generate an accurate utilities' register, reduce reporting and billing errors, overpayment of bills, provide cost savings (both in staff time and resource use), minimise uncertain boundaries between tenants' consumption and Council consumption when undertaken.

The previously approved project to enhance the play and recreation experiences of residents and animals in our community through the development of cool playgrounds and parks with the provision of potable drinking water and the incorporation of shade, reflective and cool materials has been undertaken/competed. This will enhance the capability of Council to adapt and improve resilience to extreme heat impacting Penrith City and its community, with the additional installation of water bubblers, shade structures, reflective and cool materials at playgrounds and parks – ultimately cooling the city and building the capacity of the Penrith community to cope and adapt to heat

Investigations into future sustainability and resilience-based initiatives are continuing with more projects planned for the next financial year.



# Resilient Penrith Action Plan 2021–30

## Our actions and progress in 2023–24

DIRECTION 1. PEOPLE-CENTRED CITY			
GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
BUILDING RESILIENCE THROUGH ACCESSIBLE SERVICES AND SPACES			
Greater visibility of support services	Better leverage existing community and social networks to promote professional health and social services within Penrith	Medium	Progressing <i>Leveraging through Council Interagencies, and community services referrals and networks, including Sector Connect, and delivery of social capital events and frameworks.</i>
	Identify options for an online resource hub to connect community to information and services	Medium	Not commenced
Building resilient individuals	Create a promotional campaign to highlight Penrith localised stresses and building resilience	Short	Completed. <i>Resilience in Action video series promoted.</i>
	Work with service providers, private sector and education providers to raise youth awareness of education and employment pathways	Short-Medium	Completed <i>Council participation in the Gen STEM and STEM programs for schools, mentoring students. Promotion of WSU Solar Team. Participation in Careers Expo events, and placement of students within Council departments /traineeships</i>
	Scope opportunities to work with CALD and migrant communities to identify barriers to employment	Medium	Progressing
	Investigate opportunities to continue to build digital literacy in the community and increase access to digital services	Short	Completed <i>Services offered to the community through the Library, The Joan and other Council services/facilities.</i>
	Promotion of existing health and education services, and appropriate resources for Aboriginal and Torres Strait Islander people living in the LGA.	Short	Progressing <i>Health Action Plan developed.</i>

## DIRECTION 1. PEOPLE-CENTRED CITY

GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
Building purpose driven accessible public spaces	Inclusion of the youth voice in the design of new public spaces	<i>Short-Long</i>	<i>Completed</i> <i>Youth consultation has been included in in the design of new parks/recreation facilities.</i>
	Refer to the NSW Public Spaces Charter to guide the creation of public spaces within Penrith	<i>Short-Medium</i>	<i>Completed</i> <i>Charter is considered as one guidance document during design.</i>
	Build on existing mapping of accessible public spaces and green space within the Penrith area and promote these spaces to the community	<i>Medium</i>	<i>Progressing</i> <i>Investigation of available mapping layers for greenspace and cool spaces/facilities is being undertaken.</i>
Accessibility to Public and Active Transport	Advocate for improved transport connections and frequency of services in rural areas	<i>Short-Medium</i>	<i>Progressing</i> <i>Advocacy to transport for NSW is implemented for specific projects/proposals.</i>
Access to affordable and appropriate housing	Advocate for more affordable housing options in Penrith	<i>Short-Long</i>	<i>Completed</i> <i>Participation in workshops on affordable housing. Advocacy work undertaken. Affordable Housing Strategy and Action Plan developed and adopted.</i>
	Advocate for new developments to include features enabling accessibility and aging in place	<i>Short-Long</i>	<i>Progressing</i> <i>Advocacy as opportunities arise on state government strategy/plans.</i>
	Support service providers in proactively building the resilience and capacity of the homeless community	<i>Short-Medium</i>	<i>Completed</i> <i>Homelessness Interagency in place.</i>

## Our actions and progress in 2023–24 for RPAP direction 2

DIRECTION 2. LIVE WITH OUR CLIMATE			
GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
COOLING THE CITY			
Increase greening and cooling elements across the Penrith LGA	Finalise the Penrith Green Grid Strategy and deliver the actions in the Strategy.	Short-Long	Progressing <i>Green Grid Strategy adopted. Identified actions delivered based on funding.</i>
	Develop and apply canopy cover targets for the Penrith Local Government Area	Short-Medium	Completed <i>The canopy cover targets project has been completed, with a report provided recommending canopy cover targets across the Penrith LGA.</i>
	Develop and undertake tree planting projects across Penrith, including suburbs with a high heat vulnerability index	Short-Long	Completed <i>The 'Greening our City' tree planting projects and the Be Cool to School tree planting project has been completed. Tree planting has been undertaken through the Bushcare Program and during specific tree planting events.</i>
	Design and develop cool playgrounds and parks incorporating shade and cool materials	Short-Long	Completed <i>Playground shade project completed.</i>
	Identify appropriate locations and install water play, water features and water bubbler infrastructure	Short-Medium	Completed <i>Water refill stations installed at nominated parks across Penrith. Water features installed at City Park. Additional water bubblers/refill stations have been installed in parks/playgrounds during 2023–24. Further locations in parks/playgrounds have been identified and funded to be installed over the next 2 years.</i>
	Implement the Cooling the City Carpark pilot project	Short-Medium	Not commenced. <i>Dependent on funding/grant opportunities.</i>
	Design and implement greening the city projects (new urban green space, green walls, pop up parks, gardens, light reflective surfaces).	Short-Long	Progressing <i>City Park has been constructed and is open to the public.</i>



## DIRECTION 2. LIVE WITH OUR CLIMATE

GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
<b>COOLING THE CITY</b>			
Raise community capacity to address urban heat through the delivery of the Cooling the City community engagement program	Implement the annual summer communications 'Beat the Heat' community campaign	<i>Short</i>	<i>Completed.</i>
	Provide materials/resources for residents to increase capacity to cool their homes	<i>Short</i>	<i>Completed</i> <i>Resources available electronically and distributed as hard copies at community events.</i>
	Investigate the feasibility of subsidised heat mitigation solutions for residents	<i>Short-Medium</i>	<i>Not commenced</i>
	Provide materials/ resources on tree planting in suburban yards.	<i>Short</i>	<i>Completed</i> <i>Resources available on Council's website.</i>
	Develop an 'adopt a tree program' with trees provided through Council's Nursery	<i>Medium</i>	<i>Completed</i> <i>The Adopt-A-Tree Program has been developed, with trees from the Nursery being made available for residents to adopt to plant trees on their own private space. The program has been delivered in 2023 and 2024.</i>
	Work with schools/childcare centres on planting programs	<i>Short-Medium</i>	<i>Progressing</i> <i>Schools Engagement Package on cooling the city, including tree planting completed.</i>
Sustainable urban planning and greening prioritised for development to cool the city	Advocate to the State Government and developers for climate adapted buildings, increased percentage of pervious surfaces and greening within new developments	<i>Short-Medium</i>	<i>Completed</i> <i>Cooling the City Planning for Heat Issues Paper was completed and distributed to government agencies.</i>
	Advocate to the State Government to strengthen planning controls including Exempt and Complying, Standards and BASIX to incorporate cooling the city principles	<i>Short-Medium</i>	<i>Completed</i> <i>Submissions, advocacy, undertaken.</i>
	Inclusion of urban heat and cooling the city principles within the Penrith LEP/DCP	<i>Short-Medium</i>	<i>Completed</i> <i>Urban Heat Planning Controls Package developed and adopted.</i>
	Develop a Cooling the City package for developers	<i>Medium</i>	<i>Not commenced</i>

## DIRECTION 2. LIVE WITH OUR CLIMATE

GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
Monitor and address urban heat challenges	Apply the Smart Cities Strategy to advance information and technology outcomes, including installing monitoring stations to measure real-time air temperature at locations	Short-Medium	Progressing <i>Initial research / mapping undertaken to identify potential sensor locations.</i>
	Define, identify, establish and promote a cool refuge network for the community to utilise during extreme heat/heatwaves	Short-Medium	Progressing <i>Research has been undertaken. Initial discussions have been and are continuing to be held with various community service organisations and other stakeholders.</i>
	Investigate and if feasible apply tools/sensors that identify and monitor cool suburbs/spaces/ air quality	Medium	Progressing <i>Initial research / mapping undertaken to identify potential sensor locations.</i>

### NATURAL SYSTEMS MANAGEMENT

Being a water sensitive city	Application of water sensitive urban design and naturalisation projects	Short-Long	Completed <i>Water Sensitive Urban Design projects ongoing under the Water Sensitive Urban Design Policy.</i>
	Investigate water reuse opportunities and implement recycled water projects for irrigation, flushing and cleaning purposes	Short-Long	Progressing <i>Council is participating in smart irrigation and passive irrigation projects. Council has commenced a project with SWAN Systems.</i>
	Advocate for an increase in the Basix water saving targets	Short-Medium	Not commenced <i>Advocacy to be undertaken in line with the next BASIX review.</i>
	Develop and implement a Council/community water efficiency program	Medium	Progressing <i>Partnered with Sydney Water to promote the Water fix program. Planning is scheduled to commence shortly regarding the development of a community water efficiency program.</i>

## DIRECTION 2. LIVE WITH OUR CLIMATE

GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
Managing natural systems in a changing climate	Prepare an urban forest strategy to enhance corridors and biodiversity	Medium	Not commenced
	Manage and maintain biodiversity values in a changing climate	Medium - Long	Progressing Partnering with Nature Diagnostic Tool completed and action plan developed. Pollinator project completed.
	Programs to improve the health of waterways and ecosystems and protect their value and services	Medium - Long	Progressing Waterway monitoring is undertaken at nominated sites in Penrith. Partnership projects to restore bushland, riverbanks/ creeks. E.g. Fish habitat resnagging and Platypus projects.

### RESOURCE AND ENERGY EFFICIENCY

Leading by Example in Resource and Energy Efficiency	Set a net zero emissions target and develop a pathway to achieve emissions reduction	Short-Medium	Progressing Initial research phase underway. Scope 3 boundaries have been identified for Council. A Tread Lightly Assessment has been completed.
	Conduct research and prepare a plan/pathway for a Circular Economy applicable to Council functions/ operations	Short-Medium	Completed A Circular Economy Roadmap for Council has been developed. Initiatives identified in the roadmap are being implemented.
	Building sustainability, resource efficiency and resilience into Council managed property/ facilities	Short-Medium	Completed Council Buildings Policy adopted in 2021, to be revised in 2025.
Empower the community to increase energy efficiency and reduce peak demand on the grid	Implement community programs to increase energy literacy and efficiency outcomes	Short	Completed Council's Home Energy Saver Program has been delivered to the community.
Increase the uptake of renewable energy	Undertake research and feasibility studies on installation of solar at Council/community facilities	Short-Medium	Completed An additional solar pv system has been installed at Ripples.
	Identify opportunities for increasing Electric Vehicles in Council's fleet.	Medium - Long	Completed A Fleet and Plant EV Transition Plan has been completed for Council.



## Our actions and progress in 2023–24 for RPAP direction 3

DIRECTION 3. CONNECT FOR STRENGTH			
GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
<b>CONNECTED COMMUNITY</b>			
Building a more connected community	Expand the Village Café program across the Penrith area with a focus on vulnerable communities.	Short-Medium	Completed <i>Village Café expanded to Wallacia and Londonderry with a focus on emergency preparedness and recovery and community connection.</i>
	Continue to work with the Access Committee and apply Disability Inclusion Action Planning to engage with people with disability.	Short	Completed <i>The Disability Inclusion Action Plan 2022-2026 has been developed. Consultation with the Access Committee on emergency preparedness and recovery work has been undertaken.</i>
	Celebrate and promote diversity, resilience and sustainability through a series of inspirational community talks/events	Short-Medium	Completed <i>Urban Food Workshop series has been completed. Events and Art Exhibitions/ workshops at the Joan and Gallery held during 2022-23.</i>
	Build and promote resilience in the community through implementation of programs including 'Penrith Proud' and 'St Marys Strong'	Short-Medium	Completed <i>These programs have been completed.</i>
	Continue to deliver the Good Neighbour Program, encouraging people to meet and interact with neighbours	Short	Completed <i>The good neighbour program was delivered to coincide with Neighbour Day.</i>
	Expand the community gardens network in partnership with community groups/ organisations	Short-Medium	Progressing <i>Council is awaiting approval of Council's plan of management for community land.</i>
	Develop and deliver an urban food community engagement program	Short-Medium	Progressing <i>The community urban food program for 2023-24 has been completed. Planning for a new program will commence shortly.</i>
	Investigate opportunities for localised community events to connect local communities	Medium	Progressing <i>Localised community pop-ups and events have been held in specific suburbs. Opportunities are being investigated for further opportunities.</i>
	Investigate the feasibility of establishing a community resilience network to build household and community resilience	Medium-Long	Completed <i>A research project on CRN models/ approaches and recommendations for the Penrith context has been completed.</i>

**Our actions and progress in 2023–24 for RPAP direction 4**

DIRECTION 4. GET READY			
GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
COMMUNITY AWARENESS AND PREPAREDNESS			
Increasing community awareness, preparedness and capacity to adapt to heat and emergencies including bushfire and flood	Promote the 'Get Prepared App' to the community	Short	Completed <i>Promoted the get prepared app during Emergency Ready Week.</i>
	Promote the Get Ready Small Business Toolkit to local Businesses	Short	Completed <i>Toolkit on Council's website and the Disaster Dashboard.</i>
	Distribute multi-lingual emergency preparedness information and resources through multiple channels	Short-Medium	Completed <i>Promotion and distribution of resources from agencies (SES, RFS, Infrastructure NSW)</i>
	Engage with community on emergency preparedness through the Village Café	Short-Medium	Completed <i>Engaged with the community through Village Café and pop-up events.</i>
	Provide a 'Get Ready' checklist for households	Short	Completed <i>Emergency Ready community booklet and go bag checklist developed as part of Council's emergency preparedness grant program. Booklet and Checklist is available on the Emergency Ready webpage.</i>
	Deliver a Get Ready community expo	Short-Medium	Completed <i>Get Ready Events held for the community and community service organisations.</i>
	Develop a community emergency dashboard inclusive of the heatwave warning system	Short-Medium	Completed <i>Disaster Dashboard sits as a link on Council's website.</i>

## DIRECTION 4. GET READY

GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
<b>UNDERSTANDING VULNERABILITY AND RISK</b>			
Increase preparedness and response through understanding vulnerability and risk	Develop a localised Heat consequence management guide and response plan	<i>Short-Medium</i>	<i>Not commenced</i>
	Utilise the Data Strategy and framework to capture, analyse and share vulnerability data	<i>Short-Medium</i>	<i>Completed</i> <i>Vulnerability and resilience data has been captured and is included into the open data portal.</i>
	Reduce community exposure/ vulnerability to natural hazards through planning controls	<i>Short-Long</i>	<i>Completed</i> <i>LEP/DCP review, SEPP/Planning Circular implementation.</i>
	Enhance scenario planning for adaptive management and preparedness	<i>Medium</i>	<i>Progressing</i> <i>Scenario exercise was undertaken by Council's Executive Leadership Team to increase preparedness. An action has been identified to plan a future exercise schedule.</i>
	Map and promote to the community the key evacuation routes and centres for Penrith suburbs	<i>Short-Medium</i>	<i>Completed</i> <i>Mapped and promoted to the community by the emergency services agencies during emergencies.</i>
	Review procurement and supply chain processes and procedures to imbed Ecological Sustainable Development principles and resilience	<i>Medium</i>	<i>Progressing</i> <i>Initial research has commenced. A Tread Lightly Assessment has been undertaken which will assist in targeting the supply chain in building in resilience/ sustainability principles.</i>
<b>PREPARING FOR SHOCKS</b>			
Increase resilience to climate variability and extreme weather events	Advocate for essential upgrades to social housing to mitigate the impacts of urban heat on tenants	<i>Short</i>	<i>Completed</i> <i>Council will continue to identify future advocacy opportunities.</i>
	Implement floodplain management and stormwater asset management works to reduce flood risk	<i>Medium-Long</i>	<i>Progressing</i> <i>Flood studies and drainage works are being undertaken for various catchments. State Government have developed the Hawkesbury-Nepean Disaster Adaptation Plan.</i>



## Our actions and progress in 2023–24 for RPAP direction 5

DIRECTION 5. ONE CITY			
GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
<b>KNOWLEDGE BUILDING</b>			
Build knowledge and capacity and make evidence-based decisions	Undertake monitoring and research-based projects in partnership with research institutions	Short-Long	Completed <i>Continuation of this action as new opportunities arise.</i>
	Comprehensive mapping of key risks and vulnerabilities across Penrith	Short	Completed A web-based vulnerability map has been completed. Data being built into the open data portal.
	Apply, where appropriate, guidelines and resources from the Climate Health and Wellbeing Western Parkland City Project	Medium	Completed <i>Council participated in this project. Resources have been utilised and guidelines will be applied where appropriate.</i>
<b>COLLABORATION</b>			
Building a culture of collaboration and partnership	Establish ongoing opportunities for connection and collaboration with and between service providers	Short-Medium	Completed <i>Council has established connections/network opportunities with service providers.</i>
	Participate in and support the Resilient Sydney Program	Short-Medium	Completed <i>Supported the program in 2023-24.</i>
	Work collaboratively with the emergency services, health and other organisations to build resilience	Short-Medium	Completed <i>Council has participated in working groups/networks and collaborated with the services on community pop ups.</i>
	Participate in and work in partnership with the Sydney Science Park to deliver outcomes for our community	Short-Medium	Completed <i>Council is represented on the Management Group for the Sydney Science Park Urban Living Lab.</i>
	Sponsorship of the WSU Solar Car and development of a community engagement and promotion program	Short-Medium	Completed <i>Sponsorship of the Solar Team agreement commenced in 2023-24.</i>
<b>LEADERSHIP</b>			
Promoting local leadership and good governance	Ensure Council's Communications Strategy and engagement approach is inclusive and accessible	Short-Medium	Completed <i>Engagement/Communication strategy developed.</i>
	Investigate the opportunity to establish community 'pop-in sessions' to hear community concerns and ideas in building a resilient Penrith	Medium	Not commenced

# Appendix 8

## Our Disability Inclusion Action Plan Report

Penrith is transforming, powering growth, and championing the aspirations of people in Western Sydney. It is essential that we build a community in which everyone shares in our positive future.

Our Disability Inclusion Action Plan 2022–26 (DIAP) was adopted by Council on 28 June 2022. It details how access and inclusion will be embedded into our core business. Our role varies from being an action owner and capacity builder to an advocate and partner.

Council listened to feedback from the community and staff to identify our priorities over the four years. We continue to listen to people with lived experience and

professional knowledge of disability to deliver strong outcomes. We acknowledge the valuable role the Penrith Access Committee plays in providing advice, feedback, and guidance to us. We would like to acknowledge the collaboration of our partners and key stakeholders. When we work together, we can strengthen outcomes for the community and ensure Penrith is a place where everyone feels welcome and able to participate.



Community members embracing each other, in a sense of community and connection



## Case Study

### One Community Many Abilities



One Community Many Abilities, campaign launch

#### **In 2023-24 Council delivered a social marketing campaign, 'One Community, Many Abilities'.**

The campaign aimed at increasing awareness about the diverse abilities of individuals in Penrith; advocating for greater support and resources for individuals with disabilities; promoting long-term changes in attitudes, policies, and practices; and inspiring people living with disability to live their best lives and reach their full potential.

The campaign was delivered through digital platforms of Council including social media, cinema advertising, billboards, street flags, print media advertising and even Councils waste trucks. The campaign reached more than 1.5 million people.



# Delivering On Our Commitments

## Our actions and progress in 2023–24 for DIAP strategy 1

ATTITUDES AND BEHAVIOURS	
ACTION	PROGRESS
<b>STRATEGY 1:</b> Increase awareness and knowledge of access and mechanisms for inclusion for Penrith City Council staff	
1.2 Support staff attendance at Access Committee meetings as appropriate to build awareness and knowledge of key issues and opportunities.	<p>The Penrith Access Committee meets every two months to discuss and provide advice on Council business. During 2023-24, there was an increased focus on giving the Committee Members more visibility on internal strategic work, as well as Development Applications.</p> <p>Below are some of the topics the Committee reviewed and provided input into:</p> <p><b>Development plans</b></p> <ul style="list-style-type: none"> <li>• Construction and future urban design for Sydney metro at St Marys</li> <li>• Nepean Hospital Redevelopment Stage 2</li> <li>• Two development applications</li> <li>• DDA compliant Bus Shelters</li> </ul> <p><b>Strategic projects</b></p> <ul style="list-style-type: none"> <li>• Draft St Mary's Town Centre Place Plan</li> <li>• Draft Cultural Strategy and Action Plan 2024–28</li> <li>• Draft Penrith Community Safety Plan 2023-27</li> <li>• Strategy and design for social marketing campaign One Community, Many Abilities</li> <li>• Penrith Pedestrian Access and Mobility Plan</li> <li>• Penrith City Council Customer Portal</li> </ul>

## Our actions and progress in 2023–24 for DIAP strategy 2

ATTITUDES AND BEHAVIOURS	
ACTION	PROGRESS
<b>STRATEGY 2:</b> Raise awareness and promote the benefits of inclusion to the community	
2.2 Promote diversity and inclusion through marketing campaigns and positive use of Council imagery as appropriate	<p>Disability Awareness Campaign</p> <p>In 2023-24 Council delivered a social marketing campaign, 'One Community, Many Abilities'. The campaign featured five residents with diverse experiences. The campaign reached more than 1.5 million people through videos, blogs, posters and photos published on Council's digital platforms, external print media, social media, street flags, waste bin trucks, in local cinemas, and in Nepean Village food court.</p> <p>Photographic collateral – Marketing team</p> <p>Council produced a suite of photographic and video materials which include people with a diversity of disabilities at locations across Penrith. These materials will be utilised in marketing, tourism and corporate collateral in coming years.</p>

## ATTITUDES AND BEHAVIOURS

### ACTION

### PROGRESS

#### STRATEGY 2:

#### Raise awareness and promote the benefits of inclusion to the community

<p>2.3 2.3 Deliver, support and participate in community events that create awareness of people living with disability</p>	<p><i>Library Services and Children's Programs</i></p> <p>Penrith City Library Service offers a specialist toy service to help support children with disability or special learning needs. With a referral, children have access to switch-adapted, sensory and educational toys. These specialised resources can help with social inclusion, enable play opportunities, and give children a chance to learn independently. The Toy Library Outreach service has 30 active members, resulting in 506 items being loaned for the 2023-24 period.</p> <p>Weekly Little Learners early literacy programs for preschoolers included Baby Time and Story Time sessions at Penrith, St Marys, and St Clair library branches.</p> <p>Story Time explored popular themes such as animals, bedtime, and families, as well as cultural and community celebrations like Chinese New Year, Eid, Harmony Day and NAIDOC Week. AUSLAN was used in the introduction of every session and AUSLAN interpreters attended three times interpreting stories and songs shared in those sessions. A special Dharug story time with author Jasmine Seymour was a highlight for families.</p> <p><i>Hublet – New Technology at St Marys library</i></p> <p>St Marys Library is now loaning tablets to library members through a device called Hublet. The unit hold six tablets that are loaded with Library apps for easy access and enjoyment to e-books, e-magazines and all online resources. Beside the apps, Internet access is available, and patrons have up to two hours free use of the devices. Young users of St Marys Library have been especially enjoying the Hublet.</p> <p><i>Adult Programs and Services</i></p> <p>To ensure the accessibility of our services we increased our Home Library Service which now delivers library items to 190 clients and 21 aged care facilities in the Penrith LGA. Penrith Library's Home Library Team visited aged care facilities with digital gaming projector to engage and entertain senior citizens. Several Stepping Stone sessions were offered in partnership with NSW Health to promote fall prevention. Penrith Library celebrated International Day of Disability in partnership with City Activation Community Capacity Team via book displays and social media campaigns.</p>
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**Our actions and progress in 2023–24 for DIAP strategy 3**

ATTITUDES AND BEHAVIOURS	
ACTION	PROGRESS
<b>STRATEGY 3:</b> Raise awareness and promote the benefits of inclusive customer practices with local business	
3.2 Develop and promote resources to support and encourage small businesses to participate in inclusive practices	<p>Zero Barriers is a program administered by the Multicultural Network, a community organisation.</p> <p>The program was established in Penrith, supported by Council, in 2022-24. It seeks to educate businesses and professional services about access and inclusion. An important aspect of Zero Barriers was the active promotion of businesses and professional services who participate and improve accessibility to their service or premises via a website and an accessibility awards initiative.</p> <p>Throughout 2022-24 Council conducted engagement with local businesses to support the Zero barriers initiative. This program relied heavily on a relational approach to engagement. Council officers visited 8 locations, including the Penrith, St Marys and Kingswood Central Business Districts and local shopping centres, to build relationships with business owners and their staff and establish a connection to the purpose of this project.</p> <p>In 2023-24, 160 businesses based in the Penrith LGA participated in a range of engagement and education activities including accessibility self-assessments for their businesses or services.</p> <p>The types of businesses involved included, retail/shops, restaurants, accommodation/ other hospitality businesses, and professional services such as Real Estate Agencies.</p>



## Our actions and progress in 2023–24 for DIAP strategy 4

LIVEABLE COMMUNITIES	
ACTION	PROGRESS
<b>STRATEGY 4:</b> Deliver accessible and inclusive community events, programs, and services	
4.1 Incorporate inclusive practices into community events planning, programming, delivery, and communications	<p>Council commissioned a consultant with lived experience of disability (visible and invisible) to develop a statement of inclusion to be used at Council’s community events and related engagement platforms, promoting the safety, welcome and inclusion of all participants by encouraging the use of both the inclusive approaches and spaces provided, as well as their own, to enable meaningful participation in these events.</p> <p>The annual flagship event, Real festival was delivered over three days from 15th to 17th September 2023. For the first time in the life of Real Festival, the Council conducted an accessibility audit of the site with key stakeholders. The site had undergone significant upgrades led by the NSW State Government and was only accessible to Council shortly before the festival. Staff from across Council collaborated to rapidly deliver treatments to improve accessibility across the site.</p> <p>Actions included:</p> <ul style="list-style-type: none"> <li>• Site works to reduce uneven surfaces</li> <li>• 25 student volunteers ensured pathways were clear</li> <li>• Accessibility Guides were stationed at the Information Tent and provided individual assistance as required</li> <li>• A ‘quiet hour’ was introduced which excluded loud activities and announcements</li> <li>• 25 accessible parking spaces reserved</li> <li>• All event staff briefed on accessibility and safety</li> </ul> <p>This year the festival also featured an exhibition of works from the collection of the No Boundaries Art Group, a collective of artists with disability.</p> <p>Council’s 2023 NAIDOC Week event was held at Jamison Park on Friday 7 July 2023 and included several features of accessibility. These included</p> <ul style="list-style-type: none"> <li>• An Event Accessibility Plan and an Access Lead</li> <li>• Orientation of site plan to avoid uneven surfaces and barriers</li> <li>• Availability of ‘Event Guides’ to support attendees</li> <li>• Designated accessible parking close to the event site</li> <li>• All signage had both accessible text and pictures</li> <li>• A ‘Quiet Hour’ without loud amplified sound or sirens</li> <li>• Community transport options</li> <li>• Quiet zone available all day</li> </ul>

### Statement of inclusion

*Everybody is welcome here to this Penrith City Council Event.*

*We want everyone to feel at home.*

*We recognise that everyone has their own methods and strategies to feel comfortable and relaxed.*

*We support and respect your approaches to navigating and enjoying our space you share today with others, including stimming, moving around the room or using our quiet space.*

*Please let us know if there is anything we can do that helps to include you in the event.*

## Our actions and progress in 2023–24 for DIAP strategy 5

LIVEABLE COMMUNITIES	
ACTION	PROGRESS
<b>STRATEGY 5:</b> Increase access and participation in recreational and sporting opportunities	
5.1 Include access and inclusion outcomes when implementing specific actions in Councils Sport and Recreation Strategy in the areas of play, recreation, sport, and open space infrastructure projects and planning	<p>Council is creating an integrated network of inclusive open spaces across the LGA. In 2023–24, we completed a significant range of projects which are outlined below.</p> <p>Council completed 7 playspace upgrade projects, including new and varied equipment, shade, landscaping, accessible seating and surfacing. Council officers have consulted with the community about the renewal of a further 8 playspaces to be delivered in 2024–25.</p> <p>We upgraded 5 amenity buildings at Council’s Parks, Reserves and Sportsgrounds as part of our Building Asset Renewal Program. These significant upgrades have provided new accessible, inclusive, and welcoming facilities for all users.</p> <p>Council’s newest Mixed Recreation Space at Trinity Drive Reserve, Cambridge Gardens incorporates a recreation and play space that is easy to access, fun and inclusive. The design achieved through collaboration with community has delivered opportunities for skate and scooter riding, adventure play, parkour equipment, flying fox, dream swings with accessible seats, shelters and pathways connecting the new facilities to the local school and children’s services.</p> <p>Several key city-wide open space initiatives have made significant headway. Tench Reserve Park and City Park Penrith projects are now complete, while Regatta Park continues to progress, and the Gipps Street Recreation Precinct is set to celebrate its grand opening on 31 August 2024. These enhancements have expanded equitable access, providing more inclusive and higher quality open spaces close to residents’ homes.</p>
5.4 Support and encourage use of Councils Community and Recreation Facilities for accessible events, activities and programs.	<p>Council officers frequently assist customers with enquiries about the use of our community facilities. We work with community members to meet the access needs of groups or individuals when they book Council facilities. We also assist sporting clubs across the Penrith LGA who provide accessible and inclusive community recreation programs.</p> <p>Throughout 2023–24 Council developed an online venue management solution for booking community facilities &amp; sporting grounds. This online tool includes accessibility features and provides information for customers on the accessibility of each facility.</p> <p>Our Aquatic and Leisure Centre, Ripples, is NDIS registered and offers a range of programs for people with disability. Improvements which increase access and inclusion benefit all customers who make use of our facilities. In 2023–24 opening hours were extended to support residents who require access to the hydrotherapy pool at St Marys through NDIS and, Ripples also offered accessible community programming, such as an activity for neurodiverse young people at the hydrotherapy center in St Marys which was delivered in January 2024.</p>

## Our actions and progress in 2023–24 for DIAP strategy 6

LIVEABLE COMMUNITIES	
ACTION	PROGRESS
<b>STRATEGY 6:</b> Support participation in the creative arts for producers, makers, and audiences with disability	
6.3 Identify and establish long-term partnerships with peer and sector organisations that deliver inclusive creative arts practices	<p>Penrith Performing &amp; Visual Arts (PP&amp;VA) worked with Accessible Arts, the NSW peak arts and disability organisation throughout 2023–24, across a range of areas, including the completion of accessibility audits at our venues, an audit of PP&amp;VA websites, and partnering with Accessible Arts for the Next Level Creative Mentorships program.</p> <p>The Next Level Creative Mentorships program advances the creativity and careers of artists with disability by teaming them up with industry mentors in the performing arts. This is an ongoing partnership with PP&amp;VA.</p> <p>Penrith Regional Gallery, Home of The Lewers Bequest, is engaged in a partnership with No Boundaries Art Group; a group of diversely abled artists in residence in the Gallery's Sonia Farley Studio, where they meet weekly to continue their decade-long vision to inspire people who live with disability to experience the power of creativity.</p>

## Our actions and progress in 2023–24 for DIAP strategy 7

LIVEABLE COMMUNITIES	
ACTION	PROGRESS
<b>STRATEGY 7:</b> Improve accessibility within Penrith City's town centres	
7.2 Embed access and inclusion outcomes within strategic planning directions for St Marys Structure Plan and Master Plan	<p>Penrith Council plans for our town centres to respond to community needs, and offer a balance of housing provision, increased employment opportunities and infrastructure to support our growing population. In this period Council has focused its efforts on planning for the future of St Marys through the development of the draft St Marys Master Plan which is underway. Pedestrian movement and overall access around the St Marys Town Centre have been a key focus of this work. Community members can have a say about the draft St Marys Master Plan during a period of public exhibition in late 2024.</p>



## Our actions and progress in 2023–24 for DIAP strategy 8

LIVEABLE COMMUNITIES	
ACTION	PROGRESS
<b>STRATEGY 8:</b> Provide accessible Council buildings and facilities	
8.1 Continuously upgrade and renew Council assets to standard of Disability Discrimination Act (DDA) Compliance accessibility	<p>Council considers DDA compliance and accessibility in all asset renewal projects and continues to seek grant opportunities to upgrade assets to meet DDA compliance and accessibility standards.</p> <p>In 2023–24 Council installed:</p> <ul style="list-style-type: none"> <li>• 5 new DDA compliant bus shelters</li> <li>• 20 new DDA compliant bus boarding pads</li> <li>• \$1.1 million path projects</li> <li>• 3 changing places toilets, which include adult change facilities</li> <li>• 8 accessible toilets</li> <li>• A variety of inclusive play elements at playgrounds including accessible bubblers, inclusive seesaw, accessible carousel, and a variety of other inclusive elements.</li> </ul>
8.2 Continue to assess all new developments for compliance with DDA Standards as appropriate	<p>Achieving better or best practice accessibility and inclusion for all community members is a consideration in all of Council's projects.</p> <ul style="list-style-type: none"> <li>• Over the past year Council has completed the City Park project. This significant project has delivered accessible outcomes including public amenities, pathways, and recreational facilities such as playspace and seating areas.</li> <li>• Every playspace project considers and implements the State Government's Everyone Can Play guidelines.</li> <li>• We have implemented a contract for public furniture, ensuring furniture provided in public places meets DDA compliance.</li> <li>• We have implemented a Signage and Wayfinding Strategy and Implementation Plan, ensuring that new signage and wayfinding projects meet DDA compliance.</li> </ul>
8.3 Identify funding opportunities to improve DDA compliance of Aquatic and Leisure facilities to meet the needs of the community	<p>Ripples has undergone a review of its organisational structure which allowed for the development of a new role, the Quality and Compliance Specialist, which is specifically focused on matters of compliance. This role will actively support continued efforts to identify funding opportunities and improve DDA compliance at Ripples facilities.</p>
8.5 Review the process for distribution of MLAK to improve access for people requiring access to public toilets and adult change facilities	<p>Due to ongoing barriers for community members in accessing MLAK Council took initiative by providing 50 subsidised keys. These can be collected at Council offices or sent to residents by mail.</p> <p>Council has updated promotional material to support broad community awareness of how to access MLAK in the Penrith LGA. Council reviewed and simplified the MLAK application process and developed new signage for all accessible toilets managed by Council. New signs include braille and QR code to support easy access to information.</p>

## Our actions and progress in 2023–24 for DIAP strategy 9

## LIVEABLE COMMUNITIES

### ACTION

### PROGRESS

#### STRATEGY 9:

#### Improve accessible transport and pedestrian movement in and around Penrith

<p>9.1 Investigate options and resources to complete audits of the pedestrian footpath network and supply of disability parking, and identify priority needs</p>	<p>The Pedestrian Access and Mobility Plan (PAMP) Technical Report was finalised in February 2024.</p> <p>The aim of the PAMP Technical Report is to provide Council with an evidence-based prioritised list of pedestrian infrastructure treatments which will inform and assist Council in seeking external funding opportunities to deliver the required works. It will also assist Council to plan and prioritise future works programs that are aligned to clearly identified community needs and priorities, should funding become available. Detailed site audits of key pedestrian routes in Penrith, St Marys and Kingswood have been undertaken. Community engagement and the input of people with lived experience of disability has been integral to the approach.</p> <p>People with lived experience of visible and invisible disabilities were paid to participate in guided site visits with the project team and provided their perspective in relation to challenges faced in the public realm for people with disabilities. The consultants noted that this project was the first opportunity they had had to work alongside people with lived experience of disability in this way and they embraced the opportunity and adapted their work to honor lived experience throughout the Development of the Technical report.</p>
<p>9.4 Advocate for accessible public transport outcomes, including major infrastructure projects</p>	<p>During the 2023-24 financial year, Council made submissions as part of two State Government transport policy inquiries and the Mayor of Penrith made direct presentations to Inquiry committees in support of these submissions.</p> <p>The enquiries were the Current and Future Public Transport needs in Western Sydney and the Inquiry into Critical Transport Infrastructure supporting the Western Sydney International Airport and Western Sydney Aerotropolis.</p> <p>In ongoing collaboration with Sydney Metro and TfNSW, Council continues to advocate for improved cross rail connectivity in St Marys. Improved cross rail connectivity would provide unpaid, 24/7, seamless connection across the rail corridor that is safe, easily accessible by all and does not require cyclists to dismount.</p> <p>Furthermore, in collaboration with Sydney Metro, Council continues to provide advice on design development of new station precincts to support access and inclusion within the transport interchange areas. This has included advice on public furniture requirements, suitable pathways, and provision of accessible parking, kiss-n-ride and taxi to support access and inclusion.</p>

## Our actions and progress in 2023–24 for DIAP strategy 10

LIVEABLE COMMUNITIES	
ACTION	PROGRESS
<b>STRATEGY 10:</b> Support people with disability to be prepared, respond, and recover from emergencies, shocks, and stresses	
10.2 Oversee the implementation of actions contained in the Resilient Penrith Action Plan	<p>Throughout 2023–24 Council’s Village Café Program adapted to work in collaboration with local stakeholders to include Person Centred Emergency Planning (PCEP) facilitators to our regular events in Kingswood, North St Marys and Llandilo. As part of that broader flood recovery work Council extended the Village Café to Wallacia for several months and delivered some community capacity building activities, including PCEP support, in Londonderry.</p> <p>In June 2024, Council delivered a Sector Connect event at Penrith Panthers which brought together a range of community services which support vulnerable people including people with disability across Penrith City. This event focused on the resilience of community organisations during natural disasters to support continued service to residents during these shocks experienced by our community. Supporting the resilience of community services in these shock events extends to the resilience of residents, include those with disability, as our social networks and supports, like local services, are intrinsic to the wellbeing of vulnerable people during disasters.</p>

## Our actions and progress in 2023–24 for DIAP strategy 11

MEANINGFUL EMPLOYMENT	
ACTION	PROGRESS
<b>STRATEGY 11:</b> Increase employment of people living with disability within Penrith City Council.	
11.3 Increase awareness of Council procurement procedures by social enterprises	<p>Social enterprises have been supported to participate in Councils procurement process through specific social outcome projects including Village Café and 16 Days of Action Against Gender Based Violence. Council continues to build connections with social enterprises through departments which deliver direct community programs and events as well as Council participation in relevant networks and social enterprise forums such as membership of the Local Government Social Enterprise Network led by peak agency Social Enterprise Council of NSW and ACT (SECNA). Council become a member of this network in late 2023.</p>

### Disability Employment Stretch Project

#### **Our Disability Employment Project, Inclusive Futures, will now be delivered in 2024–25.**

This year, Inclusive Futures was redeveloped with the support of local expertise after an initial procurement process was unsuccessful. The renewed focus for the project is on establishing a statistical and lived experience-based snapshot of

employment for people with disability in the Penrith LGA. In 2024–25, through research and community engagement the project will develop a baseline understanding of local barriers and opportunities and will develop a pilot project for delivery in 2025–26.



### Our actions and progress in 2023–24 for DIAP strategy 13

SYSTEMS AND PROCESSES	
ACTION	PROGRESS
<b>STRATEGY 13:</b> Increase engagement and participation of people living with disability in Council decision making	
13.1 Review and update Council’s Community Engagement Strategy to reflect inclusive practices	<p>A best practice review of Council’s Community Engagement Strategy was conducted in 2023-24 and which resulted in a draft updated strategy which includes a specific resource on practices for designing and delivering opportunities for Inclusive Participation.</p> <p>In addition, Community Engagement Guidelines and Toolkit were also produced for Council staff as a practical guide for planning and implementing community engagement activities. These resources include techniques and considerations which will support Council staff to ensure engagement opportunities are inclusive.</p>

### Our actions and progress in 2023–24 for DIAP strategy 14

SYSTEMS AND PROCESSES	
ACTION	PROGRESS
<b>STRATEGY 14:</b> Embed inclusion focused outcomes in Council planning processes and program and service design	
14.1 Embed access and inclusion in business planning, reporting, and project management tools	<p>In 2023-34 Council delivered an approach to market to renew the Enterprise Resource Planning (ERP) Platform including various tools which support our management of human resources, payroll, finance, property and rating, as well as asset management.</p> <p>Disability access and inclusion remain a key priority in the review of these tools and will be prioritised in the implementation of the upgraded ERP in 2024-25.</p>
14.2 Include access and inclusion outcomes when undertaking service reviews or business improvement projects to ensure quality customer experience, compliance, and levels of service	

## SYSTEMS AND PROCESSES

### ACTION

### PROGRESS

#### STRATEGY 14:

#### Embed inclusion focused outcomes in Council planning processes and program and service design

<p>14.3 Increase disability inclusion practices across Children's Services, including centre philosophy and provision of resources to assist staff</p>	<p>Several activities have been implemented which have increased resources and enhanced our capability regarding disability inclusion throughout 2023-24.</p> <p>Services which offer Long Day Care and Out of School Hours Care (OSHC) have been actively encouraged to access Inclusion Support Program Funding. The program provides support for services to build their capacity and capability to include children with additional needs, alongside their typically developing peers, so all children have genuine opportunities to access, participate and achieve positive learning outcomes. In the past year Council's Children's Services have worked with the Inclusion Agency and accessed the Inclusion Development Fund Subsidy to obtain an additional educator to provide opportunities for educators to work with smaller groups of children.</p> <p>Our Preschool Services have accessed the Disability and Inclusion program and obtained High Learning Support Funding to engage an additional educator to support children and to work in partnership with families and specialists in a holistic approach as we develop and evaluate the Individual Learning Plan (ILP) for each child. This funding enabled educators to work closely with smaller groups of children to ensure ILP's are developed and delivered. Preschool services have also accessed support and free training through the Sector Capacity Building Program.</p> <p>In terms of training and mentoring throughout 2023-24, the Aboriginal and Cultural Programs Manager supported services to deepen staff understanding of inclusion from a holistic perspective, ensuring that First Nations children and vulnerable children, receive culturally responsive care as staff are mentored and participate in reflective practice. Yarn sessions have been held to support educators to reflect on inclusion and to support one another.</p> <p>Council also provided the Trauma to Healing Transformation Trajectory workshop for staff. The workshop trained staff in the use of a tool to support children who are experiencing trauma responses. Mentoring sessions were held for educators following implementation of the tool which allowed for reflection and further learning.</p> <p>Finally, in 2023-24 the Children and Parenting Support Service (CAPSS), funded by the Department of Social Services (DSS), provided educator mentoring through programs such as Storytime Yoga which supports emotional regulation and mindfulness. The CAPSS Coordinator also worked closely with OSHC educators on strategies to engage and connect with young people through targeted programs such as photography and interest-based programs including STEM.</p>
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# Appendix 9

## 2024 Customer Satisfaction Survey

To ensure services are delivered in line with the expectations of the Penrith community, every 18 months Council engages a third-party researcher to conduct a randomised telephone survey of Penrith residents.

This year we worked with Micromex Research, who surveyed 402 residents between 30 April and 10 May 2024. The questions in the survey centre around the Community Vision and aspirations set out in the Penrith 2036+ Community Strategic Plan, general wellbeing questions, and questions about Council's services

and facilities, and we use the research findings in our planning and reporting. This is part of our commitment to accountability, transparency and data driven decision making.

For questions which were also asked in 2022, the variation is indicated in brackets.

Increase ▲ Decrease ▼ No Change ●

KEY PERFORMANCE INDICATORS			
Overall performance of Council	93%	▲	(+5%)
Overall quality of life	88%	▼	(-4%)
Value for the rate dollar	61%	▲	(+4%)

To understand how we are progressing against the priorities set out by the Penrith Community in the Penrith 2036+ Community Strategic Plan, we ask participants to report their satisfaction levels against the following metrics, and we track and respond to the changes.

OUTCOME 1 – WE PROTECT AND ENHANCE AN ECOLOGICALLY SUSTAINABLE ENVIRONMENT			
Access to clean and shaded streets and public spaces	82%	▲	(+3%)
Approach to climate change resilience	72%	▲	(+3%)
Clean natural areas (bushland, Nepean River and creeks)	80%	▼	(-6%)
Compliance and regulation	82%	▲	(+3%)
Environmental and sustainability initiatives	84%	▲	(+3%)
Preservation of bushland, natural environment and wildlife	84%	▲	(+3%)
Waste and resource collections	88%	▲	(+3%)



## OUTCOME 2 – WE ARE WELCOMING, HEALTHY, HAPPY, CREATIVE AND CONNECTED

Aquatic services	89%		
Childrens services	92%		
Disability services	83%	▲	(+3%)
Library services	96%	▼	(-1%)
Local community festivals, activities and events	88%	▲	(+8%)
Local emergency management and public safety	91%		
Provision and maintenance of cemeteries	92%	▲	(+3%)
Services for Aboriginal and Torres Strait Islanders	88%	▲	(+6%)
Services for older residents	86%	▲	(+5%)
Services for people from different cultural and language backgrounds	91%	▲	(+9%)
Services for younger residents	82%	▲	(+3%)

## OUTCOME 3 – WE PLAN AND SHAPE OUR GROWING CITY

Access to public transport	79%	●	(0%)
Advocate community needs to all levels of government	78%	▲	(+1%)
Availability of information about building approvals	68%	▲	(+2%)
Managing Penrith's future	80%	▲	(+3%)
Planning enhances natural characteristics	83%	▲	(+6%)
Protection and conservation of Aboriginal items and places	92%	▲	(+6%)
Protection and conservation of heritage items and places	92%	▲	(+5%)
Supporting local businesses and jobs	84%	▲	(+3%)
Transport infrastructure meets population needs	63%	▲	(+1%)

#### OUTCOME 4 – WE MANAGE AND IMPROVE OUR BUILT ENVIRONMENT

Access to recreation areas, public and open spaces	94%	▲	(+1%)
Condition of Council buildings and facilities	94%		
Condition of local roads	58%	▲	(+3%)
Condition of public spaces	86%	▲	(+7%)
Condition of sports fields	88%	▲	(+5%)
Ease of traffic flow	54%	▼	(-4%)
Facilities provided in local parks, reserves and open green spaces	82%	●	(0%)
Pathways and cycleways	77%	▼	(-6%)
Playgrounds meet play needs	89%	▲	(+2%)
Provision of car parking	67%	▲	(+3%)
Street and public space lighting	77%	●	(0%)

#### OUTCOME 5 – WE HAVE OPEN AND COLLABORATIVE LEADERSHIP

Council communicates well with residents	74%	▲	(+11%)
Council is trustworthy	72%	●	(0%)
Council listens to the community's needs and expectations	63%	▲	(+2%)
Council provides opportunities for residents to get involved in decision making	68%	▲	(+5%)
Council's efforts to inform residents	81%	▲	(+1%)
Council's efforts to involve residents	71%	▼	(-1%)
Council's efforts to respond to residents	70%	▲	(+1%)
Information on Council services and facilities	89%	▲	(+9%)

## COMMUNITY WELLBEING MEASURES

I am able to afford a house of a good standard in Penrith	34%	▼	(-4%)
I am actively involved in my community (volunteering, sporting teams etc)	36%	▲	(+2%)
I am happy living in Penrith	82%	▲	(+2%)
I can access the services and facilities I need in my area	65%	▼	(-8%)
I can buy fresh fruit and vegetables in my area	83%	▲	(+1%)
I feel Aboriginal and Torres Strait Islander heritage and culture is celebrated in Penrith	59%	▼	(-4%)
I feel part of my neighbourhood or community	60%	▼	(-6%)
I feel prepared and can get help and support should shocks and stressors arise	53%	▼	(-15%)
I feel safe in my neighbourhood at night	58%	▼	(-4%)
I feel safe in my neighbourhood during the day	86%	▼	(-3%)
I feel safe using public facilities in the city centre	60%	▼	(-3%)
I feel that cultural identity is valued and celebrated	50%	▼	(-8%)
Penrith and surrounding areas provide a wide range of work opportunities	53%	▼	(-6%)

As part of the survey, we also asked the following questions with the top responses listed under each question.

### Most valued aspects about living in Penrith

- Variety of and access to quality service and facilities like shopping centres and recreational facilities
- Sense of community and family friendly feel
- Proximity to the city, work, and services and facilities
- Natural environment with green, open spaces and parks

### Top challenges facing Penrith in the next 10 years

- Traffic congestion and availability of parking
- Managing population growth and development
- Housing and land availability and affordability

### What was most important to our community?

- Local emergency management and public safety
- Ease of traffic flow
- Condition of local roads
- Supporting local business and jobs
- Managing Penrith's future

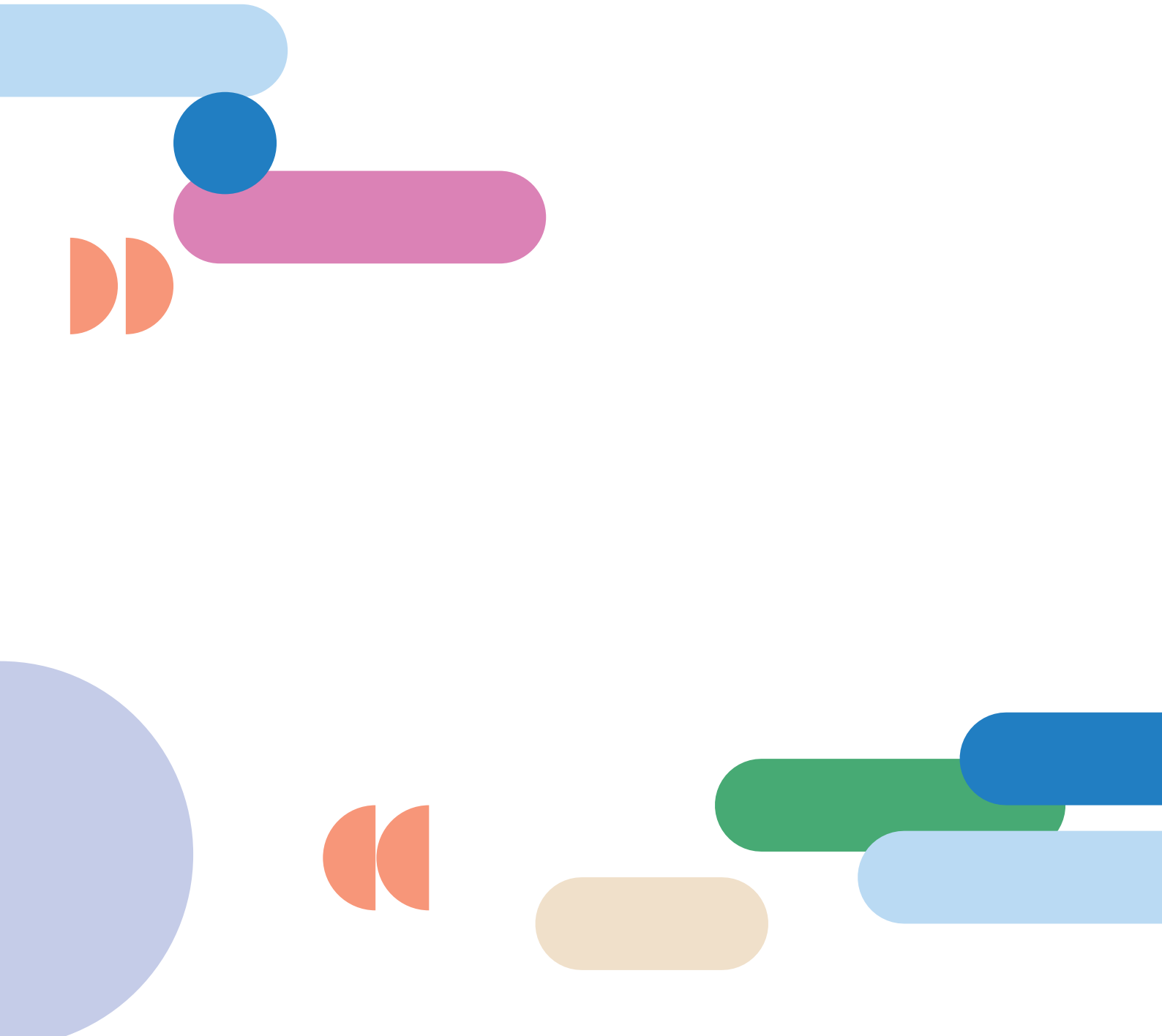
### What do we need to focus on improving?

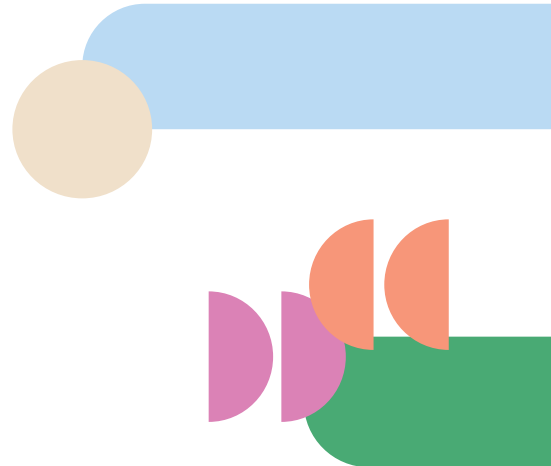
- Ease of traffic flow
- Condition of local roads
- Transport infrastructure meets population needs
- Listening to the communities needs and expectations
- Provision of car parking



# Appendix 10

## 2024 State of Our City Report





# State of Our City Report

**2024**



Gipps Street Recreation Precinct



## Acknowledgment of Country

We acknowledge and pay respect to the Darug and Gundungarra people who are the traditional owners in which Penrith Local Government Area is situated.

We also pay our respect to elders past, present and emerging, and to the First Nations people living in our community today.

## About Our Report

Under the Integrated Planning and Reporting Legislation, Penrith City Council must prepare a State of Our City Report and present it to the second meeting of a newly elected council for noting. This report covers the term of the previous council and demonstrates progress made against the Community Strategic Plan (CSP) Community Outcomes. This report also provides information that sets the scene for the new Council.


With the delay in the Local Government elections by one year, due to COVID-19, the term of this Council is three years, as opposed to the normal four-year term. This report details how progress is being made against the Community Outcomes outlined in the Community Strategic Plan for the term of the Council.


This report covers the period December 2021 to September 2024 and will be included as an Appendix to the 2023-2024 Annual Report.


## Acknowledgments

Penrith City Council would like to acknowledge all staff and photographers who have contributed to the completion of this State of Our City Report. Thank you for your assistance through the various stages of the production process.


If you would like to provide feedback or obtain a copy of this report, please contact Council at:

 [corporate.planning@penrith.city](mailto:corporate.planning@penrith.city)

 02 4732 7777

 Penrith City Council  
*Attention: Corporate Planning  
and Performance*

PO BOX 60  
Penrith NSW 2751

 Council's Civic Centre  
601 High Street  
Penrith NSW 2750.



<u>Our GM's Message</u>	<b>226</b>
<u>Community Vision</u>	<b>228</b>
<u>Our Customer Promise</u>	<b>228</b>
<u>Our Mission</u>	<b>229</b>
<u>Our Values</u>	<b>229</b>
<u>Our Penrith</u>	<b>230</b>
<u>Our Councillors</u>	<b>232</b>
<u>Our Councillors' Priorities</u>	<b>233</b>
<u>Community Outcomes Performance</u>	<b>238</b>
<u>Our Commitment to Sustainability</u>	<b>239</b>
<b>Outcome 1:</b> We protect and enhance an ecologically sustainable environment	<b>240</b>
<b>Outcome 2:</b> We are welcoming, healthy, happy, creative and connected	<b>243</b>
<b>Outcome 3:</b> We plan and shape our growing City	<b>248</b>
<b>Outcome 4:</b> We manage and improve our build environment	<b>254</b>
<b>Outcome 5:</b> We have open and collaborative leadership	<b>258</b>
<u>Looking forward to the next 4 years</u>	<b>261</b>

# Contents

A message from

the General Manager



This report embodies three years of hard work and innovation from our organisation, led by our Councillors, and reflects the efforts of staff and our community. It covers the December 2021 - September 2024 condensed Council term, with highlights from our 2022-2026 Delivery Program.

The report also provides a progress summary of our Community Strategic Plan 2036+ based on community feedback on how we have performed to achieve the plan's outcomes over this transformative period. It also identifies key future priorities and challenges.

With Western Sydney International (Nancy-Bird Walton) Airport and an Aerotropolis opening on our border in two years, major government and private sector investment continues to deliver improved infrastructure, better connectivity, more job opportunities and an enhanced lifestyle for residents. Council is proactively working with stakeholders to leverage opportunities for our region and advocating for the infrastructure and services we need now and into the future, including the Castlereagh Connection and Werrington Arterial Stage 2.

Facing back-to-back flood emergencies early in the term, Council worked alongside emergency services and community agencies to keep our community safe, informed and supported through the recovery and clean up phases. We quickly established flood recovery hubs to connect affected residents with support services, held additional waste collections and waived fees for sportsground hire to help provide relief.

Council worked with our community and the NSW Government to complete 10 Flood Studies and five Floodplain Management Plans to help manage future flood risk and events.

As a region also susceptible to extreme heat, we endorsed an Urban Heat Control Package for our Development Control Plan and Local Environment Plan to enable Penrith to effectively respond to our climate. We ran programs to help our community beat the heat and hosted an industry event, 'Where Shade Hits the Pavement,' to propose solutions to mitigate the impacts of urban heat for our residents. Extensive tree planting over the term and the introduction of an Adopt-A-Tree program will further help cool and green our City.

As part of our Sport and Recreation Strategy, in partnership with the NSW and Australian Governments, we proudly completed our three-year playspace shade program in 98 playspaces across our City and we worked with local schools to co-design playspace upgrades at Illawong Reserve, Kingswood and Wilson Park, Llandilo, with both upgrades completed. We upgraded Harold Corr Oval, Cambridge Park into a high-quality athletics precinct, featuring our City's first all-weather track and opened a multi-use synthetic sport facility at Jamison Park, Penrith. A significant number of amenities, surface, irrigation, flood lighting and facility upgrades were completed at several sporting reserves and open spaces to improve accessibility, inclusivity and functionality for sportspeople, officials, and the community.

We transformed a former waste facility into our region's most dynamic sport and recreation precinct in Gipps Street, Claremont Meadows that boasts features our community asked for and caters for all ages and abilities, across the 32-hectare site.

Major projects to enhance the Nepean River precinct included the conversion of the historic Emu Plains Police Cottage into a popular restaurant and café, Tench Reserve upgrade, improvements to the River Walk and near completion of the Regatta Park upgrade.

Penrith Beach became a reality following Council's success in lobbying the NSW Government to open Penrith Lakes to the community, and we continue to lobby the government to unlock the full potential of the site to provide more opportunities for the community and visitors to enjoy.

We created an iconic 7,000 sq metre City Park in Penrith's CBD as part of our City Centre revitalisation of our city centre to provide a green sanctuary for our community, shoppers and visitors to connect, relax in and enjoy events by day and by night.

Our vision to transform St Marys Town Centre into a vibrant, welcoming, sustainable and authentic strategic centre, took a major leap with Council endorsing its Structure Plan to guide the area's growth over the coming years. This includes starting the multimillion-dollar St Marys Central Park project funded by the NSW Government's Western Sydney Infrastructure Grants Program. Council's community-led St Marys Place Plan was also adopted to start the transformation through events, activities, public space improvements and other projects over the next five years.

Upgrading and maintaining our roads and pathways over the term saw us resurface and reconstruct 492,039 sq metres of roads and build/reconstruct 24,126 sq metres of shared pathways. Also, over the term, investment in our City continued to flourish and development applications did not slow down with \$3.94 billion estimated cost of development determined.

To showcase our City, drive economic growth and help create more local jobs – one of our community's priorities, we endorsed an evidence-based plan of action through our Economic Development Strategy and Visitor Economy Strategy. We developed an investment prospectus, hosted symposiums in St Marys and Penrith and delivered workshops across multiple industries to connect local business and investors to the opportunities for Penrith from the Western Sydney International (Nancy-Bird Walton) Airport and other projects unfolding across our region.

As leaders in environmental and sustainable practices, and in an Australian first, Council trialed the use of shredded coffee cups in our road asphalt mix to resurface roads, complementing our use of recycled glass 'fines' in the same way. The road base is quieter, has improved wet weather and braking performance, and will reduce maintenance costs in the future – importantly, we diverted 230,240 coffee cups and around 16 million glass bottles from going to landfill. We also introduced our FOGO (Food Organics Garden Organics) recycling program to residents in multi-unit complexes. Since becoming the first Sydney metropolitan council to introduce FOGO in 2009, Council has diverted over 500,000 tonnes of FOGO

waste from landfill, using it to enrich the soil in our parks, gardens and sports fields.

We launched our 2022-26 Disability Inclusion Action Plan to help make Penrith more accessible for everyone and launched our 'One Community, Many Abilities Campaign' that highlights the skills and contributions of five inspiring residents living with disability, with the campaign's social media component reaching over 1.5 million people. We also continued to roll out more accessible toilets and changerooms as part of amenity improvements across our region.

Work to improve safety included the installation of 35 grant-funded CCTV cameras in St Marys, Werrington and Kingswood as well as upgraded lighting along parts of the Great River Walk. Council supported a Domestic Violence Forum, initiated the DV safe phone initiative, raised over \$60,000 for the Haven – Nepean Women's Shelter, and worked with local women's services to deliver two '16 days of Action Against Gender-Based Violence' campaigns.

We pride our work on being evidence-based and listening to our community to drive strategies such as our Community Engagement Strategy and Participation Plan 2022-26, Advocacy Strategy, Affordable Housing Strategy and Community Safety Plan. These strategies deliver better outcomes for the entire Penrith community.

Council continued to deliver events that connect our community, support local business and enhance creative opportunities for our diverse community, including the return of our signature annual event, Real Festival with 100,000 people attending across

2023 and 2024. We also hosted NAIDOC Week celebrations at Jamison Park and live sites for our community to enjoy the success of the Matildas at the FIFA Women's World Cup, and the NRL Grand Finals where families and friends watched the beloved Penrith Panthers take out consecutive grand final wins. Three Local Celebration Awards programs we held to honour residents who go above and beyond to help others

As an organisation we are proud of our fundraising efforts over recent years with the Mayoral Charity Ball raising \$60,000 for the Haven, Nepean Women's Shelter in 2023 and \$67,000 for the Penrith Community Kitchen in 2024. Both great local services that support our community.

Over the term, we implemented new systems to improve customer communication and efficiency of our processes, as well as enhanced services and programs. Despite changing economic conditions and recovering from flood emergencies and a global pandemic, we achieved savings that will help us manage emerging and future challenges.

As Penrith continues a period of major transformation, Council will continue to work closely with our residents and partners to achieve the best possible outcomes for everyone in our City and realise our vision for our City as vibrant place to live, work, invest, visit and enjoy.



**Andrew Moore**  
**General Manager**



## Community Vision

Our regional city is inclusive and prosperous and offers the best in urban living and a sustainable rural environment.

Members of the community enjoying a night time event

## Our Customer Promise

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



### BE PROACTIVE

We will be friendly, professional and show initiative.



### KEEP IT SIMPLE

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



### BUILD RESPECTFUL RELATIONSHIPS

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



### LISTEN AND RESPOND

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

## Our Mission

### We will...

Deliver the services, facilities and infrastructure that our community needs

---

Maintain our long term financial sustainability

---

Work with our community and partners to achieve more than we can alone

---

Provide an excellent customer experience to everyone who contacts us

---

Value and engage our staff

## Our Values

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

### Our values and behaviours are:

We show respect

---

We are accountable

---

We encourage innovation

---

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



# Our Penrith

## POPULATION



**217,664**

2021 CENSUS ABS

**270,477**

2041 PROJECTION  
(PLANNING PORTAL NSW)

**404**  
Km sq

55km west of  
Sydney's CBD



**49.4%**

Male



**50.6%**

Female



**5%**

Indigenous

**14%**



Aged 0-9 years old

**13%**



Aged 10-19 years old

**55%**



Aged 20-59 years old

**18%**



Aged 60+ years old

**35**

Median Age



**\$1,903**

Household median  
weekly income



**29%**

People born  
overseas



**24%**

Households where  
non-English  
language is used



**57,893**

Number of Families

**48%**



Families with children

**19.5%**



Single Parent  
Families

**31%**



Families with no children

**1.5%**



Other



**1.9**

Average Children  
per Family



25%

Dwellings Owned

40%

Dwellings Mortgaged

33%

Dwellings Rented

2%

Dwellings Other

1.9



Average Motor Vehicles per Household

2.8



Average People per Household

6

Water play facilities



203

Car parks

52

Childcare educational services

132



Sportsgrounds

38



Suburbs

1,112

of roads

41



Community centres

5



Cemeteries

3



Libraries

163

Inclusive playspaces



1,011

Retail Food Business

743

of footpath and shared pathways



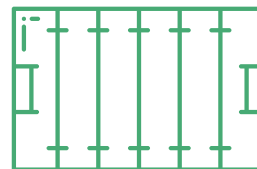
19



Fitness equipment locations

3

Synthetic fields



9



Off leash dog parks

7



Skate facilities



81,152

Number of Dwellings



78.5%

Separate House



12%

Semi detached, Terrace House



9%

Apartment or Unit

0.5%

Other

5%

Live with a profound or severe disability

7%

Live with a mild or moderate disability



Source: Penrith City Disability Snapshot 2018

# Our Councillors

The Penrith LGA is made up of three wards, with five councillors representing each ward. Together, the 15 councillors represent the interests of our community and the Penrith region.

Each councillor brings a wealth of knowledge to their role. While they represent a particular ward, their ultimate consideration must be the current and future interests of Penrith as a whole.

Councillors were elected in December 2021. They served until the Local Government election in September 2024. A new Mayor is elected every two years, and a Deputy Mayor for the same or lesser period as determined by Council.

**NORTH WARD**

- Cr Jonathan Pullen
- Cr Kevin Crameri OAM
- Cr John Thain  
*Deputy Mayor January to September 2022*
- Cr Glenn Gardiner
- Cr Ross Fowler OAM

**SOUTH WARD**

- Cr Karen McKeown OAM
- Cr Mark Davies  
*Deputy Mayor September 2023 to September 2024*
- Cr Jim Aitken OAM
- Cr Sue Day
- Cr Mark Rusev

**EAST WARD**

- Cr Marlene Shipley
- Cr Robin Cook
- Cr Todd Carney  
*Mayor September 2023 to September 2024*  
*Deputy Mayor September 2022 to September 2023*
- Cr Bernard Bratusa
- Cr Tricia Hitchen  
*Mayor January 2022 to September 2023*

# Our Councillors' Priorities

As part of preparing the 2022–2026 Delivery Program our Councillors identified six key focus areas for delivery by June 2026.

## Focus Area 1: Sustainability and Resilience

**Recent natural disasters and increasing temperatures are stark reminders of the need to adapt and strengthen our city's resilience to climate risks. Our community is vulnerable now and in the future to the effects of drought, flooding and bushfires.**

Every year Penrith swelters through its summers, and they are getting hotter. Our growing population means the demand for energy, water and the generation of waste is increasing. We need to manage our natural hazards, cool our urban spaces and become more resource efficient to create a more liveable city.

**Over the four years of the 2022–26 Delivery Program, Council aimed to engage in activities that:**

- Ensure that urban design both built and natural is sustainable.
- Increase tree planting and landscaping and develop 'cool' infrastructure to reduce the heat island effect.
- Explore alternative energy and waste solutions and encourage water capture and storage methods in new developments.
- Improve climate resilience in response to flooding and bushfires through knowledge building, advocacy and floodplain and stormwater management.

**Over the last three years we have:**

- Completed programmed bush regeneration projects and maintained over 400 hectares across 58 bushland sites.
- The Adopt-A-Tree program commenced in 2023, with over 420 trees being adopted by residents to plant on private land, increasing tree canopy and cooling the Penrith LGA.
- Contributed to regional programs to address urban heat including the development of the Heat Smart City Plan and educating the community on strategies to beat the heat and cool the City.
- Achieved endorsement of the LEP/DCP Urban Heat Package and Green Grid Strategy, promoting sustainable urban design.
- Co-hosted the 'Where Shade Hits the Pavement' event and delivered initiatives to mitigate urban heat, including tree canopy workshops and the HeatWatch app promotion.
- Extensive street tree planting program under the Greening Our City Program, with around 15,615 trees (3 metres and above).
- Implemented actions from the Cooling the City Strategy.
- 2,138 tonnes of waste removed from stormwater Gross Pollutants Traps as part of the scheduled maintenance program.
- 3,356 Tonnes of recycled glass used in construction.
- Removed 339,130.79 tonnes of waste across the City, comprising of:
  - 113,662.48 tonnes of FOGO
  - 46,784 tonnes of recycling
  - 103,237.76 tonnes of waste
  - 29,393.55 tonnes of bulky waste
  - 46,053 mattresses equating to 1,169 tonnes.
- Ten Flood Studies and five Floodplain Management Plans have been completed, with additional studies in progress, supported by NSW Government funding.



## Focus Area 2: A Vision for St Marys

**With substantial government investment in infrastructure projects like the Western Sydney Aerotropolis and the Western Sydney International (Nancy-Bird Walton) Airport, comes a unique opportunity to reimagine the role and function of our urban centres.**

The delivery of a new metro station by 2026 is a catalyst for sustainable growth, prosperity, and investment in St Marys. Council is preparing for these changes by developing a strategic planning pathway to guide the development of the Town Centre in the medium to long term.

The principal aim is to stimulate business and visitor activity to enliven St Marys as a vibrant heart of the district, providing diverse experiences and services in a friendly atmosphere.

**Council's objectives include making St Marys:**

- a cultural destination that celebrates its local character
- a community meeting place for all ages
- a major transport hub
- an attractive place to live for a variety of lifestyles
- an active night-time entertainment precinct
- a local hub for learning and creative activities
- an access point to natural surroundings.

**Over the last three years we have:**

- Achieved endorsement of the St Marys Town Centre Structure Plan. This plan has set a place vision, 10 place outcomes and 26 strategic and spatial directions to guide the growth of St Marys as a vibrant, welcoming, sustainable and authentic strategic centre that meets the changing needs of our community.
- Commenced the St Marys Central Park project funded through the NSW Government's Western Sydney Infrastructure Grants Program.
- Achieved endorsement of the St Marys Place Plan. The Place Plan is a community-led roadmap which outlines actions over the next five years to transform the Town Centre through events, activities, public space improvements, and other projects.
- Started the St Marys Town Centre CID Pilot Project funded through NSW Government for \$400,000. The project will deliver place branding and marketing, creative wayfinding, pedestrian lighting improvements, capacity building and activations to support a more engaging and authentic urban experience.
- Commenced development on the St Marys Town Centre Master Plan. The Master Plan will refine the directions and framework plan of the Structure Plan, including more detailed investigations of infrastructure needs, costing, development stages, implementation mechanisms and a funding strategy. It is anticipated the draft Master Plan will be out for exhibition in late 2024.

## Focus Area 3: Growing the Economy

**Penrith already has a diverse range of jobs available, however, as our population grows, we need to ensure that the number of jobs in our city grows too.**

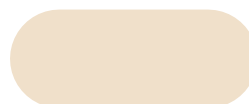
Our key centres in Penrith and St Marys, along with our health and education precinct, The Quarter, currently generate most of our jobs. With the upcoming transformation brought by significant infrastructure projects like the Western Sydney Aerotropolis, which is expected to create over 200,000 jobs, new opportunities and industries will emerge across the LGA. The presence of an international airport nearby will boost our tourism economy, bringing numerous benefits and supporting an active night-time economy, adventure capital status, as well as the hospitality, arts, and cultural industries.

**Council is well positioned to grow and support a thriving local economy. Our priorities are to:**

- Support the planning of the Western Sydney Aerotropolis and work with the Western Sydney Planning Partnership to deliver precinct planning of the initial and remaining precincts.
- Enhance and grow Penrith's Economic Triangle framed by Penrith, St Marys and the planned airport.
- Reinforce 'The Quarter' as a specialised health, education, research and technology precinct.
- Promote Penrith as a place to live and visit through city marketing and economic development initiatives.
- Confirm Penrith as an international destination and grow our tourism, arts and cultural industries.

**Over the last three years we have:**

- Continued to actively collaborate with the NSW Government on planning and preparing for the Sydney Metro—Western Sydney Airport rail line.
- Developed the Places of Penrith Strategic Planning Framework, focusing on the future city's vision, incorporating employment, housing, rural lands, and green corridors. This framework strategically aligned with opportunities arising from the Sydney Metro—Western Sydney Airport rail line.
- Continued to work on high-level planning, including an updated Structure Plan for The Quarter, which is linked to the broader East-West Corridor Strategy.
- Partnered with government and business to deliver industry engagement workshops and programs across multiple industry sectors including health and education, manufacturing, circular economy, and visitor economy. We coordinated a series of workshops with key stakeholders in The Quarter Health and Education Precinct to build a shared vision, charter, and terms of reference.
- Developed and adopted the Penrith Economic Development Strategy 2023–2031 and the Penrith Visitor Economy Strategy 2023–30 to guide the actions of Council and its partners to grow the local economy, create 23,000 additional jobs by 2031, and strengthen Penrith's visitor economy.



## Focus Area 4: Improve Liveability

**Being able to get around our city easily, quickly and safely whether by car, bike, public transport or walking are key measures for a liveable city. To create a more sustainable, well-connected city means providing access to alternative methods of transport, reducing our dependency on cars to alleviate traffic and reduce congestion and pollution. We need to explore opportunities to provide an efficient local network supported by frequent public transport options that link our communities and locations and encourage healthy alternatives such as walking and cycling.**

We will need to work in close partnership with state and federal governments to make sure infrastructure and public transport options meet our community's needs.

### Activities and actions include:

- exploring transport options and connections between suburbs, the stations and the Nepean River
- improving public transport corridors
- creating natural walking spaces
- extending LED lighting in public spaces for safety and to encourage walking
- reviewing toilet facilities and seating on walking tracks
- tackling urban sprawl.

### Over the last three years we have:

- Continued advocating to Transport for NSW (TfNSW) for enhanced public transport services across the Local Government Area. We also promoted the expansion of public transport options through release area planning, focusing on Sydney Metro Station Precincts, Orchard Hills North, Orchard Hills South, and Glenmore Park Stage 3.
- Established a St Marys Collaboration Group, involving the Greater Sydney Commission, Council, and various State Agencies, including DPIE, TfNSW, Sydney Metro, Land and Housing Corporation, and Landcom.
- Partnered and collaborated with TfNSW to deliver:
  - The Local Road Safety Program.
  - Local road safety projects, including a review of a five-year crash analysis (2016–20) and school road safety initiatives.
  - Penrith rapid bus corridor, bus shelter infrastructure design, and Park & Ride facilities.
- Commenced design work on the \$128 million Dunheved Road upgrade, following community consultation.
- Progressed the Great River Walk and made significant upgrades to Tench Reserve precinct.
- Delivered the REAL Festival again in 2023 and 2024 after a hiatus due to COVID and upgrade works at Tench Reserve.

## Focus Area 5: Advocacy

**The state and federal governments are investing in large infrastructure projects in the region that will have significant effect on the community's lifestyle.**

The State Government also determines uses for Crown lands and reserves. It is important for Council to be pro-active in advocating on behalf of our residents to these tiers of government to have more control over our planning for future generations.

### Over the term Council sought to work with governments to:

- develop a masterplan for Penrith Lakes
- develop joint regional priorities to inform the next iteration of the Western Sydney City Deal
- support and influence strategic planning in the Western Parkland City
- support the implementation of the Sydney Metro - Western Sydney Airport
- ensure assets and infrastructure are in place before finishing developments
- review and refine the advocacy strategy.

### Over the last three years we have:

- Continued to work with state and federal governments on regional strategic plans to shape the Western Parkland City.
- Worked closely with Sydney Metro and other state agencies on the delivery of the Sydney Metro—Western Sydney Airport.
- Participated in the Western Parkland Councils Alliance, formalising collaboration between Western Sydney City Deal councils. They also worked on developing the Places of Penrith Strategic Planning Framework, creating strategies for employment, housing, rural lands, and green corridors to leverage opportunities from the Sydney Metro—Western Sydney Airport.



## Focus Area 6: Marketing Communications and Engagement

**Understanding what services Council delivers and keeping people informed about activities that may affect them is important to our community.**

So too is the quality of customer service our residents experience when dealing with Council. The community is at the centre of all Council planning and must be actively engaged in local decision making and problem solving.

### **Actions included:**

- review and revise the Community Engagement Strategy
- develop marketing strategies to promote the area and Council's activities
- provide customer friendly digital systems and services
- maximise advertising, traditional and digital communications channels to promote the great work of Council and encourage community interaction
- use technology to keep residents engaged.

### **Over the last three years we have:**

- Successfully launched and implemented an updated Council brand. The final Brand Health Check completed in May 2024 revealed very high brand awareness, with 98% of residents familiar with the Council's logo and 87% supporting the refreshed brand.
- Achieved adoption of the 2022 Community Engagement Strategy and Participation plan. An engagement toolkit has also been developed and is now being utilised.
- Delivered the quarterly Our Place newsletter each quarter.



Members of the community enjoying the Mondo



# Community Outcomes Performance

The Community Outcomes Performance Report provides a progress summary and highlights for the term by Community Outcome.

To evaluate our performance over the past three years, we have recently engaged with our community to gather their insights and feedback on the Community Strategic Plan. Through surveys and consultations, we asked residents to assess their level of agreement and satisfaction with the plan's performance over the last three years.



A family enjoying a night time event

# Our Commitment to Sustainability

## United Nations Sustainable Development Goals

In 2015, Australia joined 192 other nations in pledging to implement the United Nations Sustainable Development Goals by 2030.

Central to this initiative are 17 global objectives aimed at tackling the social, economic, and environmental aspects of sustainable development, offering a plan for creating a better world for present and future generations.

Penrith City Council's dedication to reporting on sustainability issues has been clear for many years. The services we provide, along with the projects, programs, and various activities we engage in, collectively contribute to making Penrith City sustainable now and into the future.

Under the following community outcomes is listed the Sustainable Development Goals that each outcome contribute to.

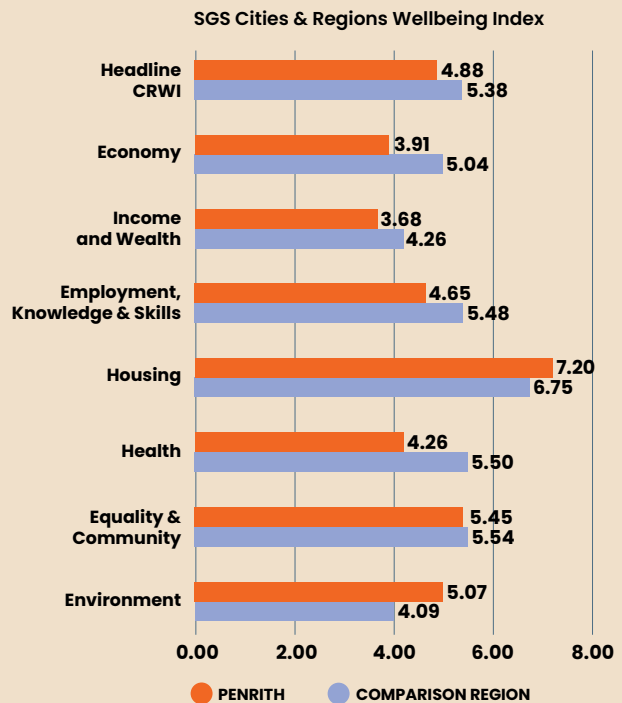


### Community Wellbeing Index

**Our community's wellbeing is an important high level indicator that Council can use when developing future plans and programs.**

SGS Economics have created a Cities and Regions Wellbeing Index, which measures the wellbeing of each Council area, and is based on seven different dimensions of wellbeing.

The following table illustrates how Penrith compares to other like local government areas across the seven dimensions, with 0 being the poorest and 10 indicating the strongest performance.



Data Source: SGS Economics & Planning, 2024



# Outcome 1

We protect and enhance an ecologically sustainable environment



## UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

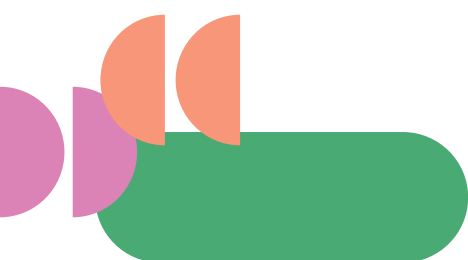


### HOW HAVE WE PERFORMED OVER THE LAST THREE YEARS

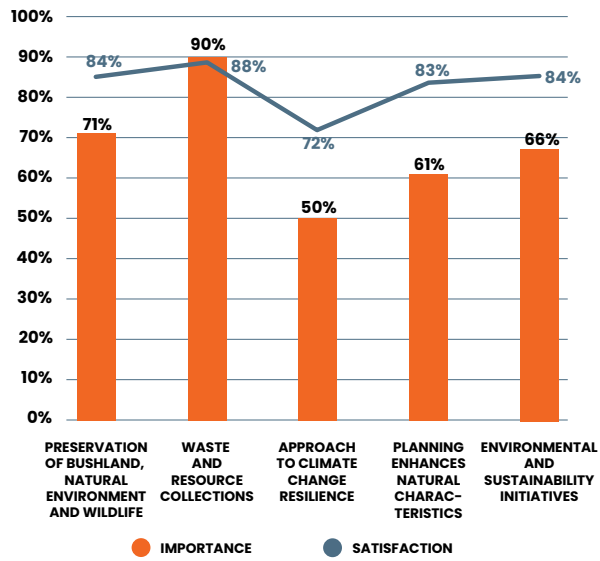
THE FOLLOWING INFORMATION PROVIDES DETAILS OF PROGRESS AGAINST INDICATORS IN THE COMMUNITY STRATEGIC PLAN 2036+.

Maintain ● Increase ►

HOW WILL WE GET THERE?			HOW WILL WE KNOW WE HAVE ARRIVED?			
STRATEGY	COUNCIL'S ROLE	PARTNERS	INDICATORS	BASELINE	TARGET	RESULT
1.1 Green the landscape, provide more shade and protect biodiversity	Influence	<ul style="list-style-type: none"> <li>Community groups</li> <li>Neighbouring Councils</li> <li>State Agencies</li> </ul>	Community satisfaction with the protection of bushland, natural environment and wildlife	83% Community Satisfaction Survey 2021	● or ►	84% ►
1.2 Strengthen sustainability and climate resilience	Influence	<ul style="list-style-type: none"> <li>Residents</li> <li>Neighbouring Councils</li> <li>State Agencies</li> </ul>	Community satisfaction that their household is prepared for shocks (including extreme weather events such as flood/bushfire/storm/heat)	42% Community Resilience Survey 2020	►	53% ►
1.3 Minimise the impacts of waste and pollution	Control	<ul style="list-style-type: none"> <li>Residents</li> <li>Community Groups</li> <li>Local businesses</li> </ul>	Community satisfaction with household waste management	83% Community Satisfaction Survey 2021	● or ►	88% ►



**Community Satisfaction with various elements of Outcome 1 – including gap analysis**



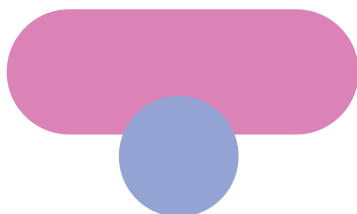
Data Source: Community Satisfaction Survey, 2024

The data presents the results from surveys conducted in 2021, 2022, and 2024, assessing individuals' confidence in their preparedness and ability to get help and support during shocks or stresses. In 2024, 53% of respondents felt prepared, which is a decrease from 72% in 2022 but an increase from the 42% baseline in 2021.

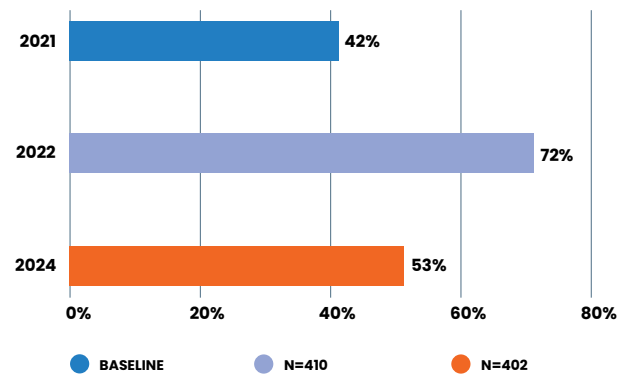
Further analysis of the data provides a break down of the 2024 results by gender and area type:

- **By Gender:** 49% of males and 57% of females felt prepared in 2024.
- **By Area:** 57% of individuals in established urban areas felt prepared, compared to 51% in release areas and 46% in rural areas.

These results highlight a decline in perceived preparedness from 2022 to 2024, but an increase from the baseline year of 2021.



**I feel prepared and can get help and support should shocks or stresses arise**



\*N=Individuals surveyed

Data Source: Customer Satisfaction Survey, 2024



Our beautiful Nepean River

# Case Study

## Greening Our City



### #coolingthecity



An example of a new tree planted by Council

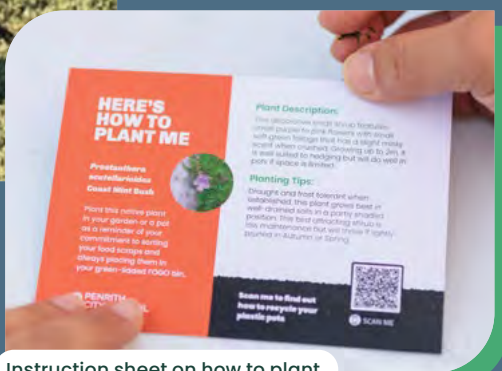
The Greening our City program, funded by the NSW Government and Penrith City Council, was developed to mitigate the urban heat island effect by planting more trees to provide shade.

The Greening our City Program included the Green Streets, Cooling our Workplaces and Cooling our Parklands projects. Council's Benchmarking Summer Heat Across Penrith study enabled Council to identify priority suburbs within the Penrith LGA with low canopy cover and a higher vulnerability to heat, to focus our tree planting.

Locations were also selected based on their suitability for certain tree species and to ensure planting conditions were favourable for healthy tree growth. Areas were also identified to enhance the amenity of the streetscape and to revitalise community parks and reserves.

Our community engagement program aimed to raise awareness of the program and the benefits of tree planting to improve amenity, air quality and in providing shade and cooling to address urban heat. Residents and businesses were invited to participate via a letter and flyer. An additional opportunity was provided to residents within the included suburbs enabling them to request a street tree or an additional tree. As part of the engagement program, resources for the community and schools were developed, a social media campaign was implemented, and local pop-up events were held in local communities to share information on the program and give away additional native plants for residents to take home and plant on their own properties.

The Green Streets, Cooling our Workplaces and Cooling our Parklands projects have seen around 8,000 trees planted across 13 suburbs at 83 locations within streets, parks, infrastructure corridors and industrial estates. Every tree planted through this program has been captured in Council's Geographic Information System (GIS) to keep track of these trees for future natural asset management.



Instruction sheet on how to plant



# Outcome 2

We are welcoming, healthy, happy

creative and connected



## UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



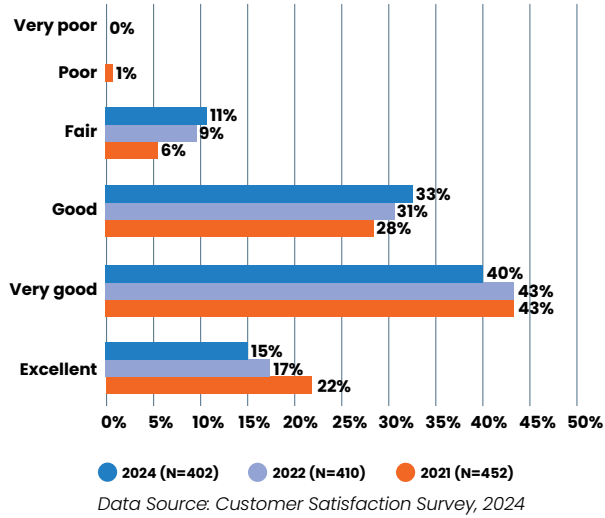
### HOW HAVE WE PERFORMED OVER THE LAST THREE YEARS

THE FOLLOWING INFORMATION PROVIDES DETAILS OF PROGRESS AGAINST INDICATORS IN THE COMMUNITY STRATEGIC PLAN 2036+.

Maintain ● Decrease ◀ Increase ▶

HOW WILL WE GET THERE?			HOW WILL WE KNOW WE HAVE ARRIVED?			
STRATEGY	COUNCIL'S ROLE	PARTNERS	INDICATORS	BASELINE	TARGET	RESULT
2.1 Build and support community resilience to adapt to changing circumstances	Influence	<ul style="list-style-type: none"> <li>Residents</li> <li>Community Groups</li> <li>State Agencies</li> </ul>	Perceived quality of life rated as good to excellent	93% Community Satisfaction Survey 2021	●	88% ◀
2.2 Enhance community wellbeing, safety and neighbourhood amenity	Influence	<ul style="list-style-type: none"> <li>Residents</li> <li>Community Groups</li> <li>Local Businesses</li> <li>State Agencies</li> </ul>	Perception and experience of safety in the City's parks, playgrounds and reserves	64% Community Satisfaction Survey 2021	▶	67% ▶ 2022 Result (not included in 2024 survey)
2.3 Plan for, deliver and improve community services	Influence	<ul style="list-style-type: none"> <li>Local Businesses</li> <li>State Agencies</li> </ul>	Perception and experience of the availability of services and facilities locally	69% Community Satisfaction Survey 2021	▶	60% ◀
2.4 Support and provide opportunities to participate in activities and events that celebrate our diversity, culture and creativity	Control	<ul style="list-style-type: none"> <li>Community Groups</li> <li>State Agencies</li> </ul>	Perception and experience of feeling part of the neighbourhood or community	65% Community Satisfaction Survey 2021	▶	60% ◀

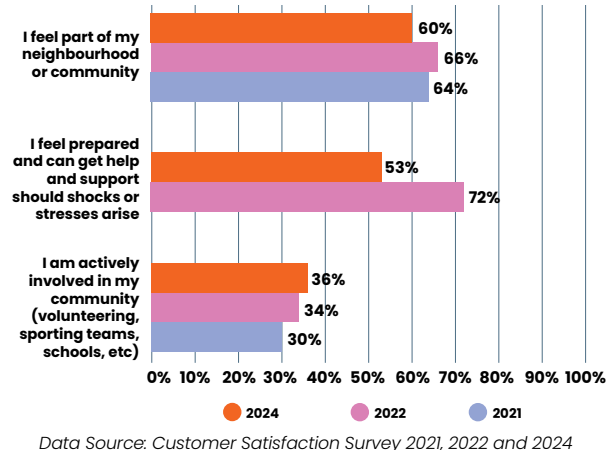
### Quality of life in Penrith



Based on the Community Satisfaction Survey (CSS) 2024, and despite many external stressors in recent years, residents living in the Penrith City LGA have a high level of perceived quality of life and overall satisfaction with the performance of Council.

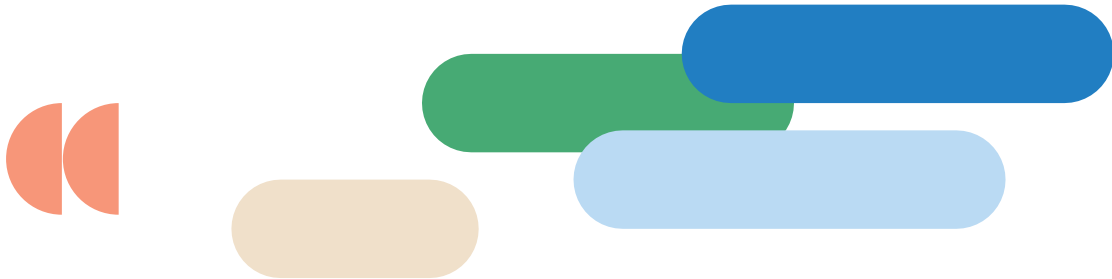
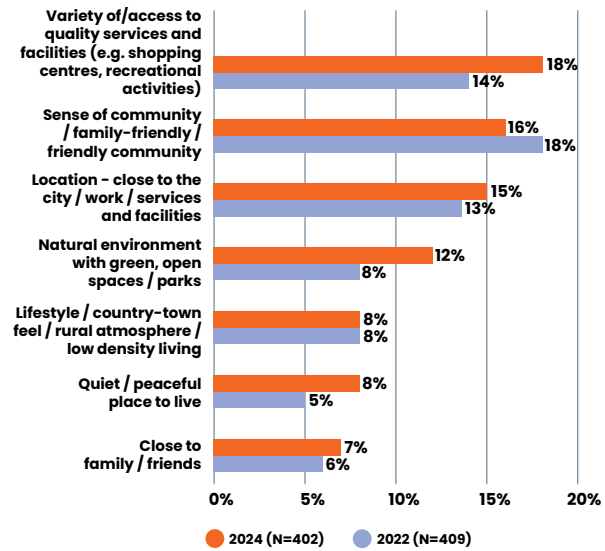
According to the CSS, 88% of residents rate their quality of life in the LGA as 'good' to 'excellent', which is similar to 2022. Females are more likely to rate their quality of life as 'good' to 'excellent' than males. The percentage of residents in Penrith who rate their quality of life as "Excellent" has decreased from 22% in 2021 to 15% in 2024, while those rating it as "Very good" have slightly declined from 43% to 40%. Meanwhile, the proportion of residents rating their quality of life as "Good" has increased from 28% to 33%, and those rating it as "Fair" have risen from 6% to 11%. The percentages of residents who consider their quality of life "Poor" or "Very poor" have remained consistently low.

### % of agreement on statements about community



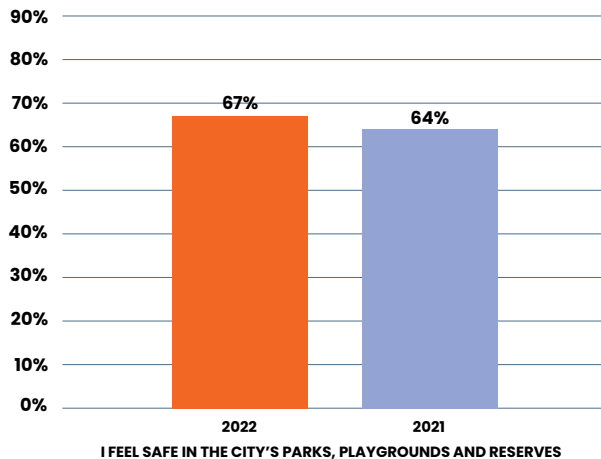
60% of residents agreed that they feel part of their neighbourhood or community, while only 36% stated they agree they are actively involved in their community (volunteering, sporting teams, schools, etc.).

### Values aspect about living in Penrith



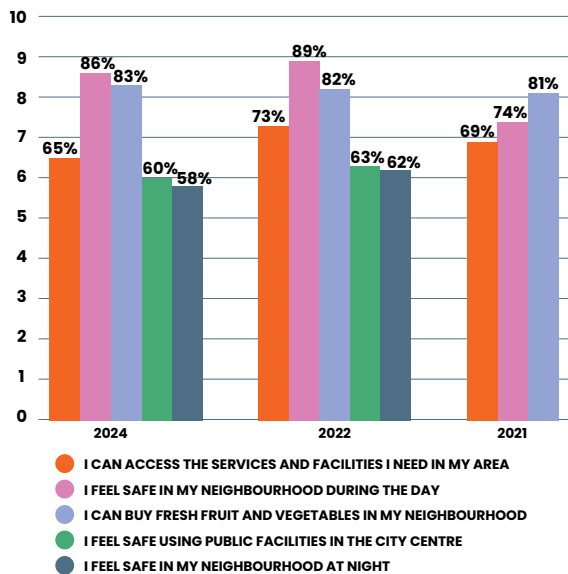
Variety of/access to quality services and facilities, community sentiment and proximity to city/work/ services and facilities are the most valued aspects of living within the LGA. This result is consistent with 2022.

### Perception and experience of safety in the city's parks playground and reserves



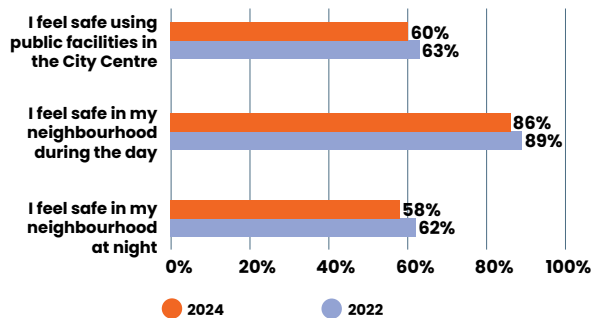
**I FEEL SAFE IN THE CITY'S PARKS, PLAYGROUNDS AND RESERVES**  
\*\* This question was not asked in 2024  
Data Source: Customer Satisfaction Survey 2022 and 2024

### Perception and experience of the availability of services and facilities locally



\*\*\* 2021 question was combined with another question in 2022 and 2024.  
Data Source: Customer Satisfaction Survey 2021, 2022 and 2024

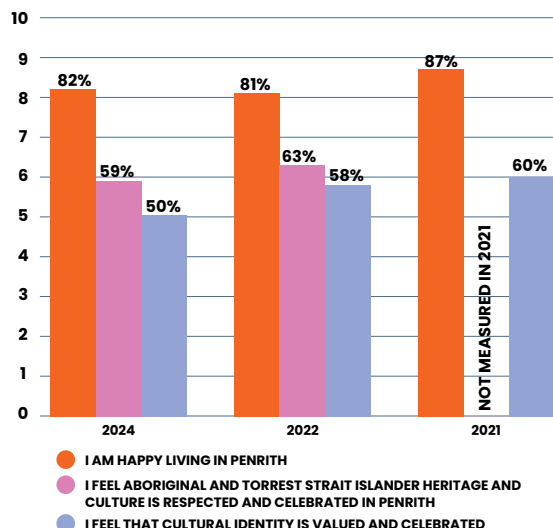
### % of agreement on statements about safety in the community



Data Source: Community Satisfaction Survey, 2024 and 2022

While the majority of those surveyed felt safe at all times of the day, only 49% of females reported feeling safe in their neighbourhood at night, compared to 68% of males.

### Aboriginal and Torres Strait Islander self-reported feeling of wellbeing



Data Source: Community Satisfaction Survey 2024

Indigenous identity is integral to the cultural fabric of Penrith City, embodying the rich heritage and enduring connection to the land that the Indigenous Australians hold. Acknowledging and celebrating Indigenous identity not only strengthens community cohesion but also promotes a more inclusive and respectful environment where all residents, especially Indigenous Australians, can thrive and feel secure in their cultural expression.

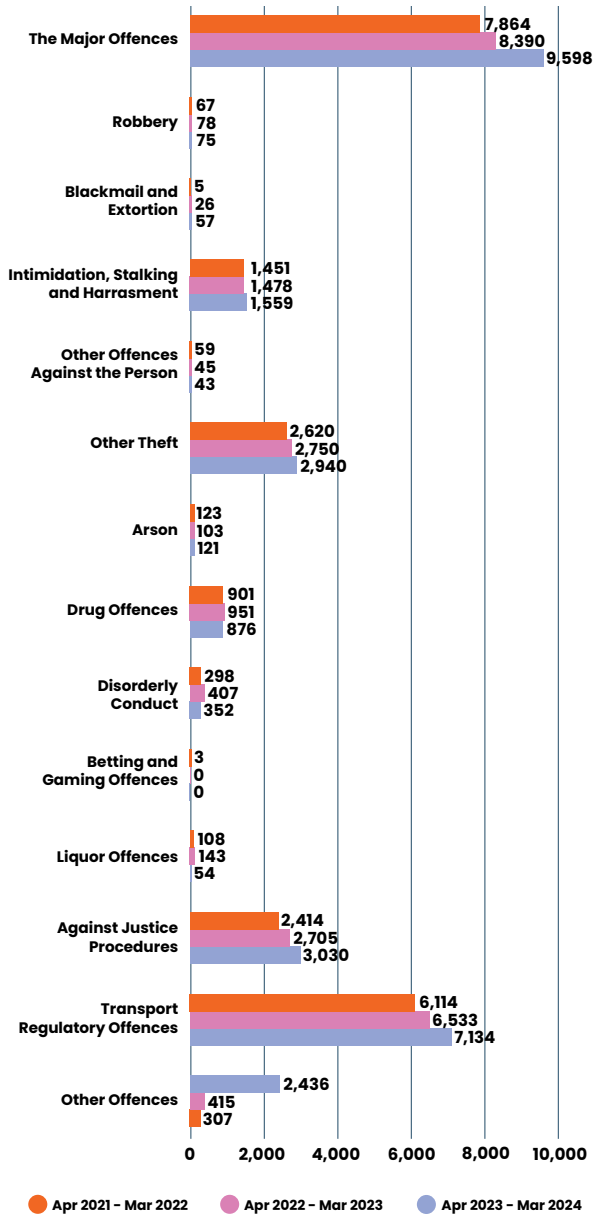
82% of responses indicated that they were happy living in Penrith. This is a decrease on the 2021 result, but an increase on the 2022 result.

When asked about the respect and celebration of culture, 59% agreed that Aboriginal and Torres Strait Islander heritage and culture is respected and celebrated, while 50% of residents agreed that cultural identity is valued and celebrated more broadly.

- According to ABS, (2022) the Penrith LGA had the fourth highest Aboriginal and Torres Strait Islander population in New South Wales with 10,925, totalling 5 percent of the Penrith LGA.



Number of crime incidents

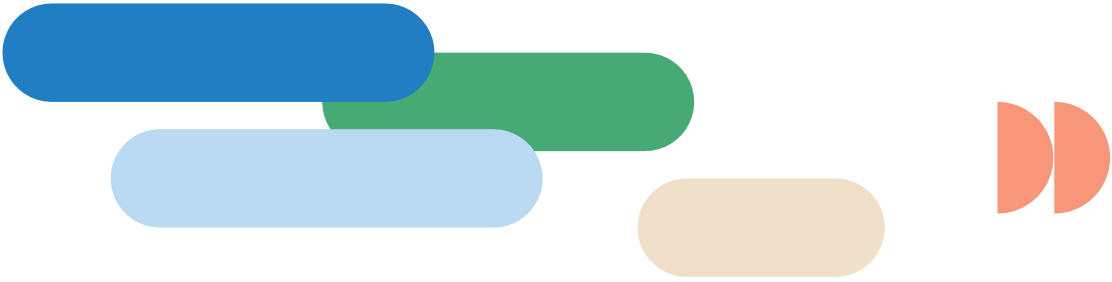


Data Source: Bureau of Crime Statistics and Research, 2024

Over the three-year period from April 2021 to March 2024, there has been a noticeable increase in several major offences, indicating shifts in the crime landscape. The total number of major offences reported has steadily risen each year, reflecting a broader trend of growing criminal activity.

- There has been a significant year-on-year increase in the number of major offences, highlighting a potential escalation in criminal activities.
- The number of robberies fluctuated, with a peak in the 2022-23 period followed by a slight decline in 2023-24.
- These have consistently increased, possibly due to enhanced enforcement or changes in traffic regulations.
- Disorderly conduct showed variability, peaking in 2022-23, while liquor offences sharply decreased by 2023-24, possibly due to changes in public behaviour or stricter regulations.

The overall upward trend in several key offences suggests a growing challenge for law enforcement and community safety programs. While some fluctuations in specific categories like robbery and drug offences show minor improvements, the general increase in major crimes, especially those involving intimidation, theft, and justice procedures, points to areas that may require heightened focus and resources in the coming years.



# Case Study

## Real Festival



Members of the community enjoying the Real Festival

**Real festival returned to the Nepean River in 2023 after a three-year hiatus due to the ongoing works along the Nepean River and the cancellation of our 2020 and 2021 festival due to COVID-19.**

Real Festival is a major event for Western Sydney and beyond, bringing together celebrated performers, artists, musicians and creative minds at the Nepean River.

Over three days in September, the newly upgraded festival site at Tench Reserve came alive with visual, interactive and illuminated experiences, completely transforming the riverbank and creating unforgettable moments for people of all ages

The 2023 event built on the success of past programming of Real Festival to feature new and popular market stalls, food trucks an exciting program of free entertainment, experiences and activities for people all ages.



An entertainer at the Real Festival



Members of the community enjoying the Real Festival

# Outcome 3

We plan and shape our growing City



## UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



### HOW HAVE WE PERFORMED OVER THE LAST THREE YEARS

THE FOLLOWING INFORMATION PROVIDES DETAILS OF PROGRESS AGAINST INDICATORS IN THE COMMUNITY STRATEGIC PLAN 2036+.

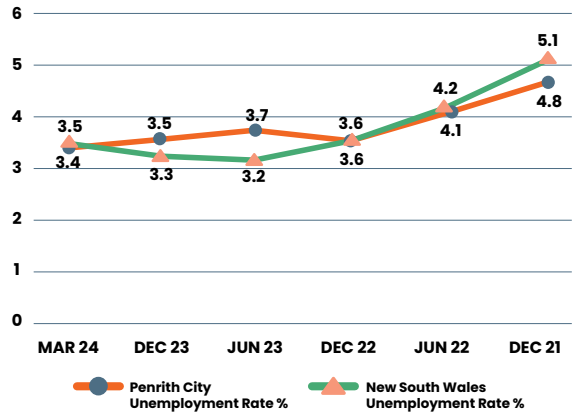
Maintain ● Decrease ◀ Increase ▶

HOW WILL WE GET THERE?			HOW WILL WE KNOW WE HAVE ARRIVED?			
STRATEGY	COUNCIL'S ROLE	PARTNERS	INDICATORS	BASELINE	TARGET	RESULT
3.1 Grow and support a thriving local economy	Influence	<ul style="list-style-type: none"> <li>Local businesses</li> <li>State Agencies</li> </ul>	Community satisfaction with support for local businesses and jobs	88% Community Satisfaction Survey 2021	● or ▶	88% ●
3.2 Undertake strategic planning that will ensure balanced growth and liveability	Control	<ul style="list-style-type: none"> <li>Local Businesses</li> <li>State Agencies</li> </ul>	Community satisfaction with managing Penrith's future	85% Community Satisfaction Survey 2021	▶	60% ◀
3.3 Work with partners to develop plans that support the needs and interests of our community	Control	<ul style="list-style-type: none"> <li>Local businesses</li> <li>Community groups</li> <li>State Agencies</li> </ul>	Community satisfaction with advocacy of community needs to all levels of government	82% Community Satisfaction Survey 2021	▶	70% ◀





**Unemployment rate %**

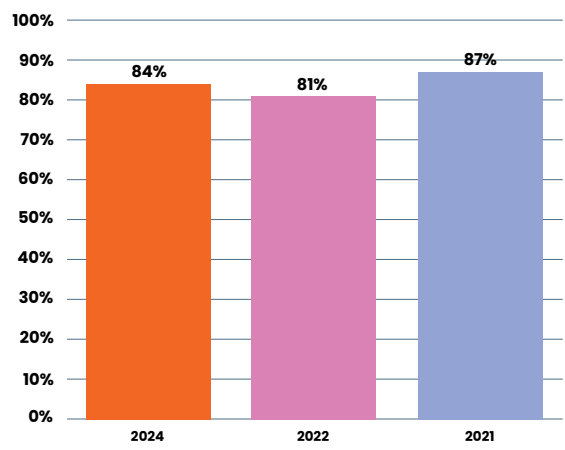


Data Source: <https://economy.id.com.au/penrith/unemployment>

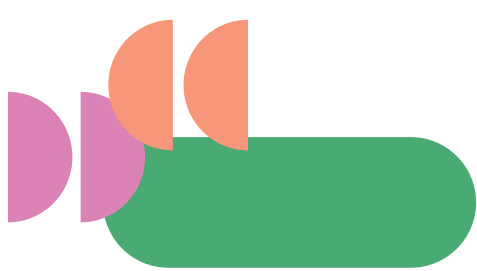
Unemployment in Penrith is a significant issue that affects the overall wellbeing and economic stability of the community. As a rapidly growing area, Penrith faces both opportunities and challenges in addressing unemployment. This issue can influence various factors, including household income, the health and education of local businesses, and broader societal impacts.

Penrith City's unemployment rate is now higher than New South Wales, however, has decreased by 1.4% since December 2021. The labour force has seen growth in comparison to September 2021 in the height of the COVID-19 pandemic with a total increase of 9,732 as of December 2023.

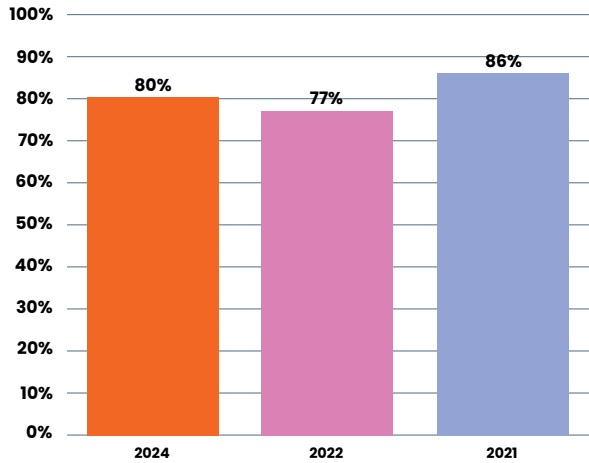
**Community satisfaction with the support for local and business and jobs**



Data Source: Community Satisfaction Survey 2021, 2022 and 2024

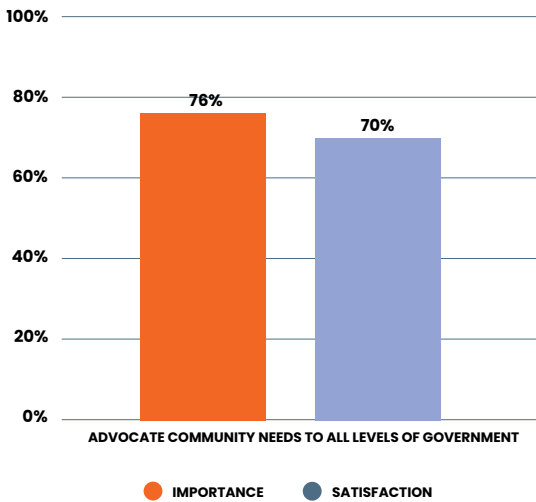


**Satisfaction with Council managing Penrith's future**



Data Source: Customer Satisfaction Survey 2021, 2022 and 2024

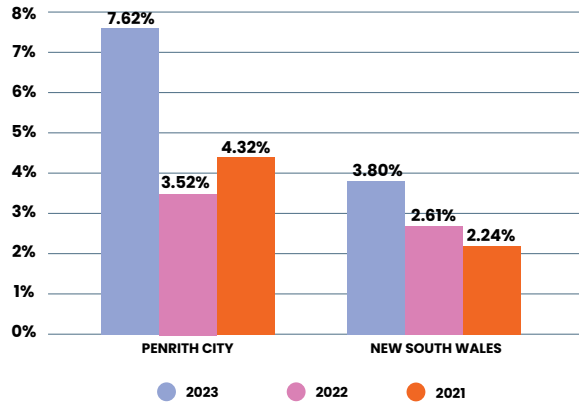
**Satisfaction with advocacy to all levels of government - including gap analysis**



Data Source: Community Satisfaction Survey, 2024

Over the past three years, Penrith City has exhibited robust economic growth, consistently outperforming the New South Wales state average. From 2021 to 2023, Penrith's Gross Regional Product (GRP) growth rate surged from 4.32% to 7.62%, compared to the New South Wales more modest rise from 2.24% to 3.80%.

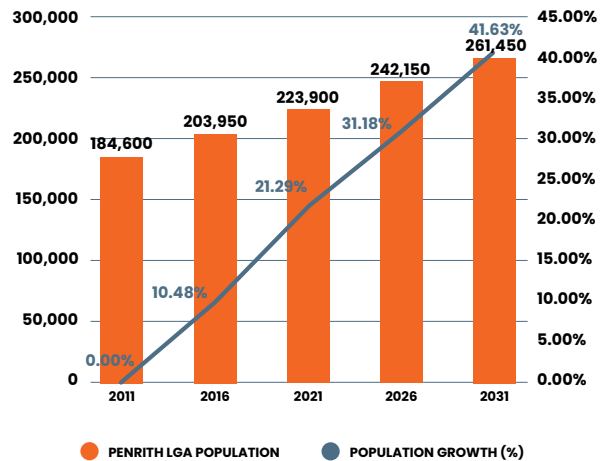
**Percent Annual Change in Gross Regional Product**



Data Source: Economic ID, 2023

Although Penrith's GRP represents a small portion of the state's total, its share has gradually increased in 2023, indicating its growing significance within the New South Wales economy. In summary, Penrith City's economy is expanding at a faster rate than the state average, showing promising signs of becoming a more significant contributor to the overall economy of New South Wales.

**Penrith LGA population growth**



Data Source: NSW Department of Planning and Environment

Population in the Penrith LGA has grown significantly, from 184,600 in 2011 to a projected 261,450 in 2031, reflecting an ongoing trend of substantial population growth.

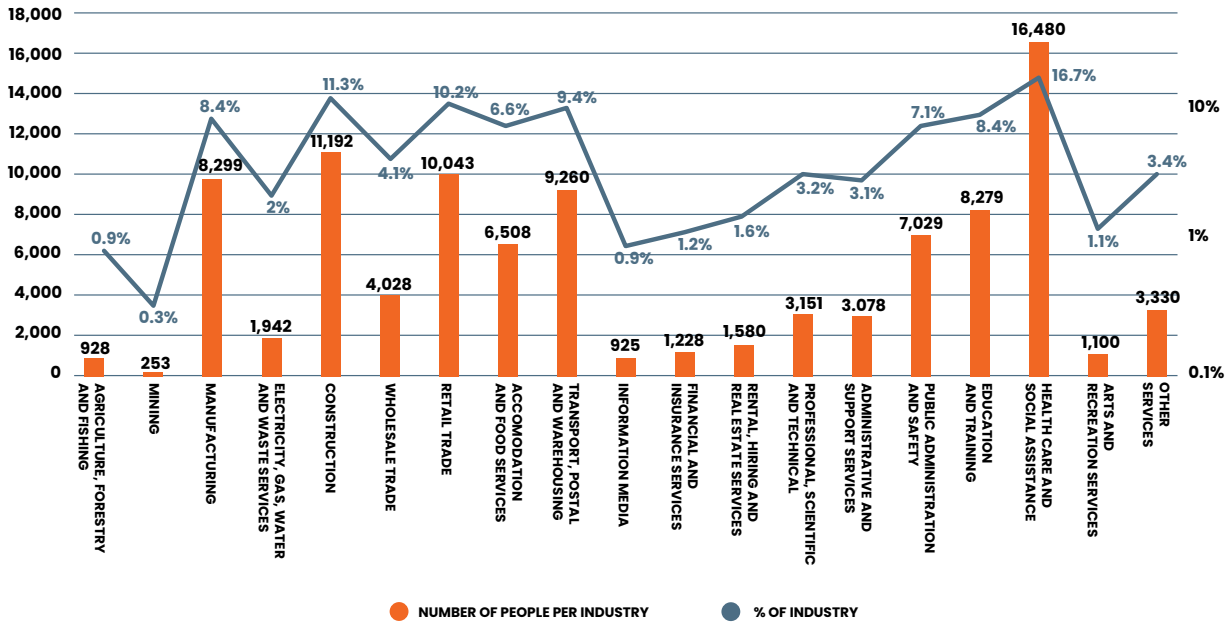




Members of the community walking along Tench Reserve



### Employment by industry



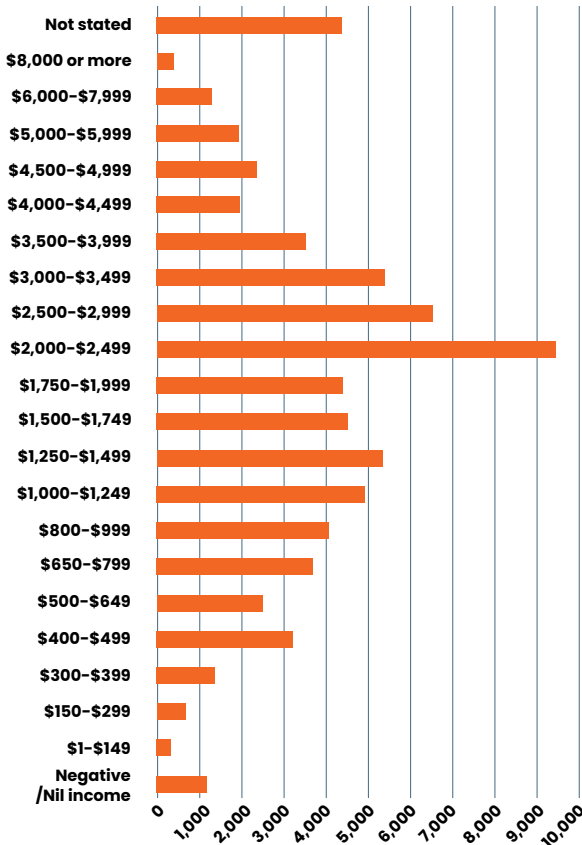
Data Source: Economic ID, 2023

An analysis of the jobs held by the resident population in Penrith City in 2022-23 shows the three most popular industry sectors were:

- Health Care and Social Assistance 16,480 people or 16.7%
- Construction 11,192 people or 11.3%
- Retail Trade 10,043 or 10.2%

In combination, these three industries employed 37,715 people in total or 38.2% of the total employed resident population.

### Total Household Income (weekly)



Data Source: ABS CENSUS, 2021

Analysis of household income levels in Penrith City in 2021 compared to Greater Sydney shows that there was a smaller proportion of high-income households (those earning \$3,000 per week or more) and a similar proportion of low-income households (those earning less than \$800 per week). Overall, 23.0% of the households earned a high income and 17.8% were low-income household.



Members of the community enjoying an ice cream near our river

# Case Study



## The Historic Police Cottage at Emu Plains



The Police Cottage

**The historic Police Cottage at Emu Plains has transformed into a vibrant dining destination. Originally built in 1908, the Police Cottage was sensitively restored by Penrith City Council to blend heritage and modern dining to deliver the café and restaurant, with outside seating and stunning views of the Nepean River.**

Situated next to the Yandhai Nepean Crossing, the Police Cottage has created an essential connection to the new Regatta Park precinct, enhancing the area as a revitalized hub for recreation, dining, and entertainment. The main construction phase, which included upgrades to services, the roof and verandas, and the outdoor privy, as well as improvements to internal spaces, was completed in November 2022.

Penrith City Council marked the opening with an official ribbon cutting ceremony, attended by members of state and federal governments, as well as project partners and former tenants. The ceremony featured a traditional Smoking Ceremony and Welcome to Country, followed by an official ribbon cutting moment by then Penrith Mayor Tricia Hitchen and Stuart Ayres MP, Member for Penrith.

The restoration of the Police Cottage into a bustling and vibrant precinct has set the benchmark for future heritage revitalisation projects in Penrith. The reuse of the site encourages families, friends and visitors to experience a taste of history while enjoying a coffee or a meal on the banks of the beautiful Nepean River.

The refurbishment of the Police Cottage was proudly funded by the NSW Government and Penrith City Council, with \$1.5 million contributed from the NSW Government and a further \$2.1 million from Council.

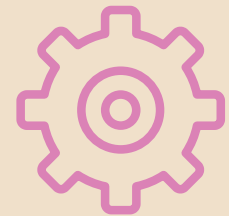


Outdoor dining at the Police Cottage

# Outcome 4

We manage and improve our

built environment



## UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



### HOW HAVE WE PERFORMED OVER THE LAST THREE YEARS

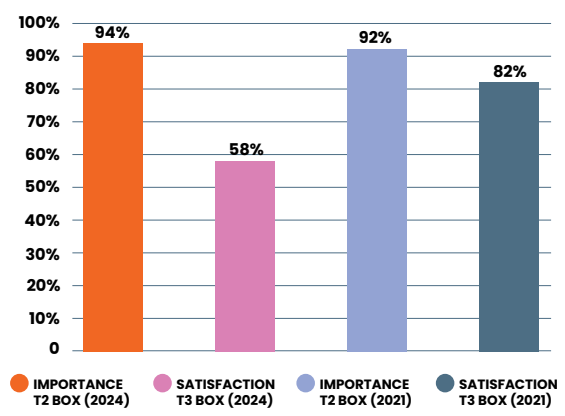
THE FOLLOWING INFORMATION PROVIDES DETAILS OF PROGRESS AGAINST INDICATORS IN THE COMMUNITY STRATEGIC PLAN 2036+.

Maintain ● Decrease ◀ Increase ▶

HOW WILL WE GET THERE?			HOW WILL WE KNOW WE HAVE ARRIVED?			
STRATEGY	COUNCIL'S ROLE	PARTNERS	INDICATORS	BASELINE	TARGET	RESULT
<b>4.1 Plan and manage sustainable transport infrastructure and networks to meet current and future community needs</b>	Influence	<ul style="list-style-type: none"> <li>Residents</li> <li>State Agencies</li> </ul>	Community satisfaction with ease of traffic flow	54% Community Satisfaction Survey 2021	▶	54% ●
<b>4.2 Plan and maintain accessible, safe and high quality infrastructure</b>	Control	<ul style="list-style-type: none"> <li>State Agencies</li> </ul>	Community satisfaction with the condition and safety of local roads	82% Community Satisfaction Survey 2021	▶	58% ◀
<b>4.3 Provide spaces and facilities that support opportunities for people to participate in recreational activities</b>	Control	<ul style="list-style-type: none"> <li>Community Groups</li> <li>State Agencies</li> </ul>	Community satisfaction with facilities provided in local parks, reserves and open green spaces	74% Community Satisfaction Survey 2021	▶	82% ▶
<b>4.4 Ensure our public places are clean, safe, shaded, secure and accessible</b>	Control	<ul style="list-style-type: none"> <li>State Agencies</li> </ul>	Community satisfaction with clean and shaded streets and public spaces	85% Community Satisfaction Survey 2021	▶	82% ◀



**Satisfaction with condition and safety of local roads - including gap analysis**

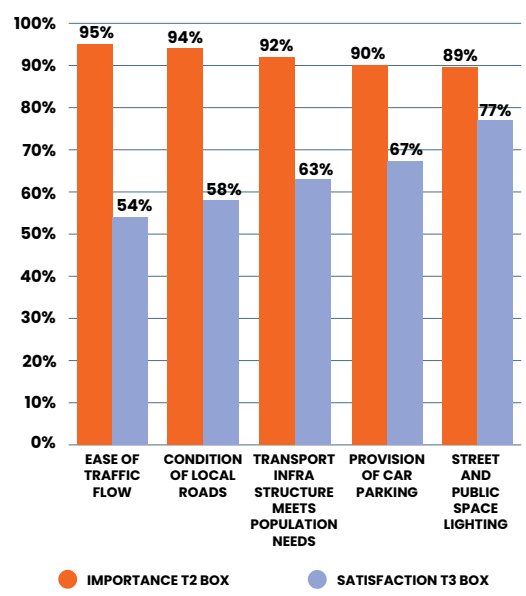


Data Source: Community Satisfaction Survey 2024, 2021  
 \*T2 - Top 2 (T2) Box: refers to the aggregate percentage (%) score of the top two scores for importance. (i.e. important & very important)  
 \*\*T3 - Top 3 (T3) Box: refers to the aggregate percentage (%) score of the top three scores for satisfaction or support. (i.e. somewhat satisfied, satisfied & very satisfied)

The importance of the condition of local roads has increased slightly from 92% in 2021 to 94% in 2024, indicating that maintaining local roads remains a high priority for the community. Satisfaction with the condition of local roads has dropped significantly from 82% in 2021 to 58% in 2024. This indicates a growing dissatisfaction with the state of the roads, even as their importance has slightly increased.

While the condition of local roads has remained crucial, the community is much less satisfied with their upkeep. This suggests potential issues in road maintenance or management that need to be addressed to meet community expectations.

**Satisfaction with various elements of Outcome 4 - including gap analysis**



Data Source: Community Satisfaction Survey, 2024  
 \*T2 - Top 2 (T2) Box: refers to the aggregate percentage (%) score of the top two scores for importance. (i.e. important & very important)  
 \*\*T3 - Top 3 (T3) Box: refers to the aggregate percentage (%) score of the top three scores for satisfaction or support. (i.e. somewhat satisfied, satisfied & very satisfied)

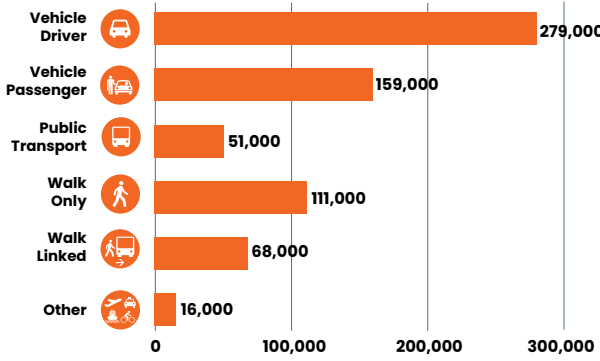


Council employees concreting

When we examine the largest performance gaps, we can identify that all of the services or facilities have been rated as high in importance. Traffic and transport (traffic flow, roads, transport and parking) received the highest performance gaps, with residents satisfaction with Council's delivery in these areas between 54% and 77%.

One quarter of residents stated that traffic congestion and parking availability are challenges in the LGA. Further, the ease of traffic flow has the highest performance gap, with 95% stating it is important but only 54% being at least somewhat satisfied. Council should look to address traffic congestion and optimise parking distribution.

**Breakdown by Mode**



Data Source: TfNSW, 2023

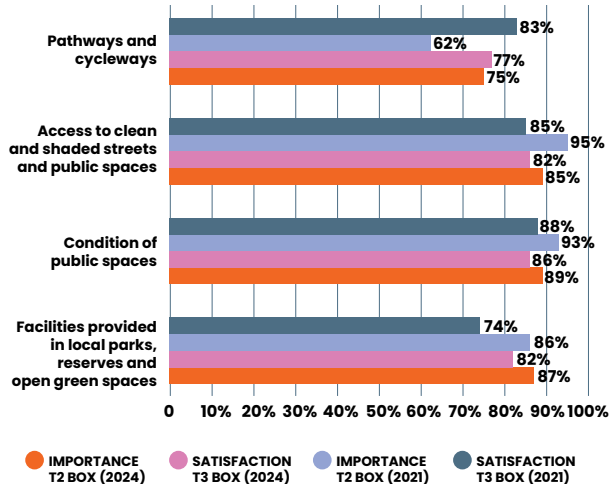
**Travel model** - Penrith City's commuting data highlights the primary methods residents use to travel to work and possibly contributing to the satisfaction of Council's delivery and maintenance of roads and infrastructure. Various factors influence their choice of transportation, such as the accessibility of cost-effective public transit, the number of vehicles owned by a household, and the distance they need to travel to their workplace.

**Number of Trips for Penrith**

**0.68M**

In 2022 a total of 680,000 trips made by people from Penrith to their place of employment, which ranks top 3 in statistical areas within the Greater Sydney region (TfNSW, 2023).

**Satisfaction with public places and Council facilities - including gap analysis**



Data Source: Community Satisfaction Survey, 2021 and 2024

\*T2 - Top 2 (T2) Box. refers to the aggregate percentage (%) score of the top two scores for importance. (i.e. important & very important)

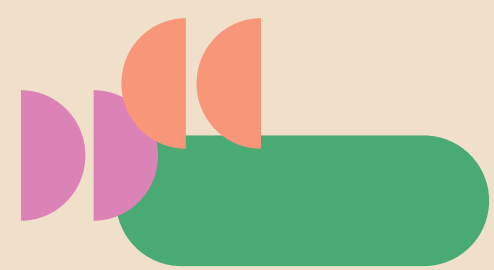
\*\*T3 - Top 3 (T3) Box. refers to the aggregate percentage (%) score of the top three scores for satisfaction or support. (i.e. somewhat satisfied, satisfied & very satisfied)

The graph above shows a comparison between the perceived importance and satisfaction of various public amenities in 2021 and 2024. Across most categories, there is minimal movement in satisfaction and has remained relatively stable from 2021 to 2024. For instance, satisfaction with facilities in local parks, reserves, and open green spaces rose from 74% to 82%, indicating that Council's efforts in this area have been positively received.

While the importance of these facilities remained relatively stable, the increase in satisfaction suggests that recent enhancements have met community expectations. Similarly, pathways and cycleways saw a significant improvement in importance (from 62% to 75%), coupled with stable satisfaction levels (77% in 2024 vs. 83% in 2021), reflecting the growing priority and effectiveness of these amenities. Conversely, the condition of public spaces and access to clean, shaded streets remained important to the community, but satisfaction slightly decreased, suggesting that expectations have grown or that maintenance may need attention.



# Case Study



## City Park opens to the community



City Park

### Penrith’s iconic green heart, City Park opened in December 2023 – just in time for the summer holidays.

Located on the corner of Henry and Station streets in the City Centre, the 7,000 square-metre site transformed into a thriving green space with a central lawn, a 78-metre sunken rain garden and an amenities building with green roof.

The new City Park includes trees which will grow over time to provide natural shade, four pergolas, seating, and public artwork. Several water features including a circular water fountain, cascading pools with a connecting stream, and fog fountains will help to cool and refresh visitors to City Park in the warmer months.

Penrith Mayor Todd Carney said the completion of the highly anticipated City Park was a game changer for the City.

“Penrith now has its very own vibrant, communal space in the City Centre for workers and shoppers to meet up and get some fresh air in the outdoors during the day, and for residents and visitors to enjoy special events in the evening,” Cr Carney said.

On 16 March 2024, Council held an opening garden party at City Park that included family-friendly activities including mini golf and face painting, a scavenger hunt, live music, food trucks, and more.



City Park

Western Sydney artists, Christine Huynh and Tammy Porter, held drop-in art workshops for children and residents of all ages to unleash their creativity and make their own piece of art to take home.

The \$19 million City Park project was funded through the NSW Government’s Western Sydney Infrastructure Grants Program (\$8.2 million) and Public Spaces Legacy Program (\$4 million), in partnership with Council (\$6.8 million).



# Outcome 5

We have open and collaborative leadership



## UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



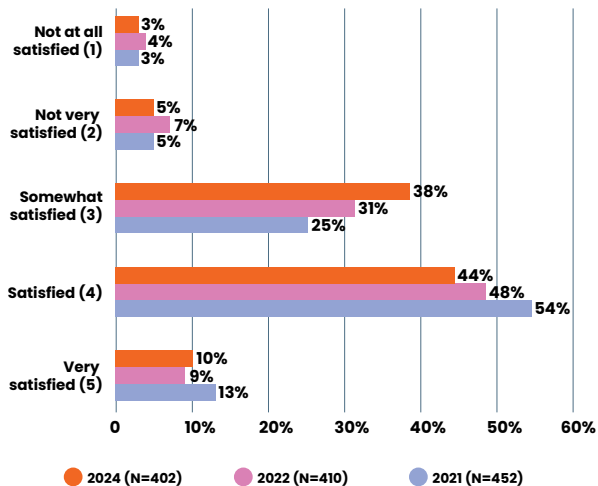
### HOW HAVE WE PERFORMED OVER THE LAST THREE YEARS

THE FOLLOWING INFORMATION PROVIDES DETAILS OF PROGRESS AGAINST INDICATORS IN THE COMMUNITY STRATEGIC PLAN 2036+.

Maintain ● Decrease ◀ Increase ▶

HOW WILL WE GET THERE?			HOW WILL WE KNOW WE HAVE ARRIVED?			
STRATEGY	COUNCIL'S ROLE	PARTNERS	INDICATORS	BASELINE	TARGET	RESULT
<b>5.1</b> Communicate effectively with the community about the programs and services provided by Council	Control	<ul style="list-style-type: none"> <li>Residents</li> <li>Community Groups</li> </ul>	Community satisfaction with information on Council services and facilities	85% Community Satisfaction Survey 2021	▶	81% ◀
<b>5.2</b> Encourage community participation in collective decisions and initiatives	Control	<ul style="list-style-type: none"> <li>Residents</li> <li>Community Groups</li> </ul>	Community satisfaction with opportunities for residents to get involved in decision making	76% Community Satisfaction Survey 2021	▶	68% ◀
<b>5.3</b> Deliver an efficient, transparent and accountable service to the community	Control	<ul style="list-style-type: none"> <li>Residents</li> <li>Community Groups</li> </ul>	Community satisfaction that Council is trustworthy	81% Community Satisfaction Survey 2021	▶	72% ◀
<b>5.4</b> Plan for and manage City resources for current and future generations	Control	<ul style="list-style-type: none"> <li>Residents</li> <li>Community Groups</li> </ul>	Community satisfaction that services provided by Council are good value for the rate dollar	63% Community Satisfaction Survey 2021	▶	61% ◀

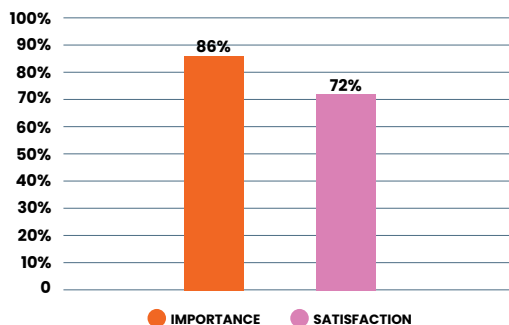
### Performance of Council



\*N=Individuals surveyed  
Data Source: Community Satisfaction Survey, 2024, 2022 and 2021

92% of residents are at least somewhat satisfied with the performance of Council over the past 12 months, which is significantly higher than in 2022 and the highest result seen over the past five years.

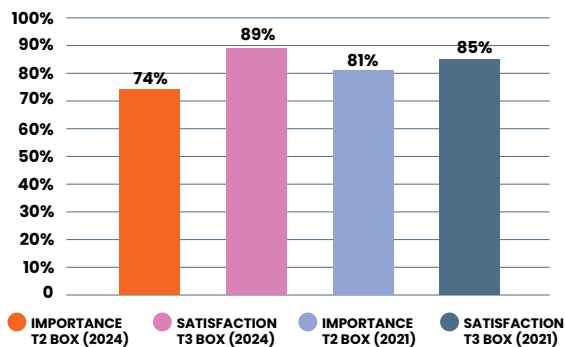
### Is Council trustworthy - including gap analysis



Data Source: Community Satisfaction Survey, 2024

Trust in Council is notably high, with an importance rating of 86% and a satisfaction rating of 72%. Overall, the data suggests a relatively high level of satisfaction with Council's performance, trustworthiness, and engagement efforts, amid a backdrop of significant population growth.

### Satisfaction with Council services and facilities - including gap analysis



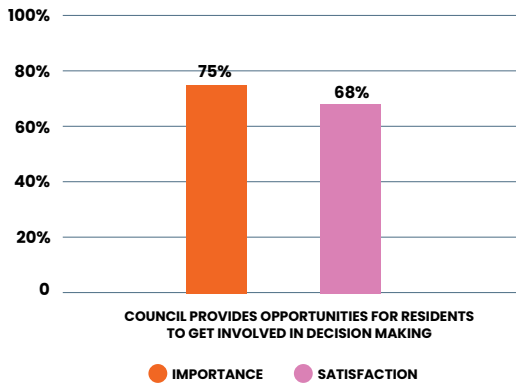
Data Source: Community Satisfaction Survey 2021, 2024  
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\*\*T3 - Top 3 (T3) Box. refers to the aggregate percentage (%) score of the top three scores for satisfaction or support. (i.e. somewhat satisfied, satisfied & very satisfied)

Council seems to have improved the quality or perception of the information provided about services and facilities, as evidenced by the rise in satisfaction. However, the decline in the importance score might suggest a shift in community priorities or needs.

Mayor Todd Carney with  
Councillor Karen McKeown OAM  
and Prue Car, Deputy Premier at  
the opening of Penrith Beach



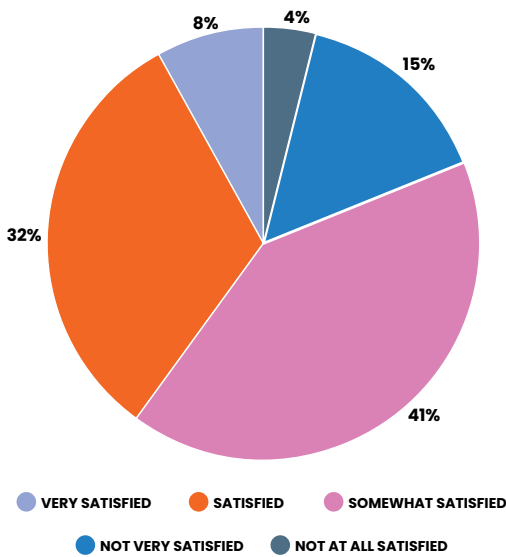
### Satisfaction of getting involved in decision making



Data Source: Community Satisfaction Survey, 2024

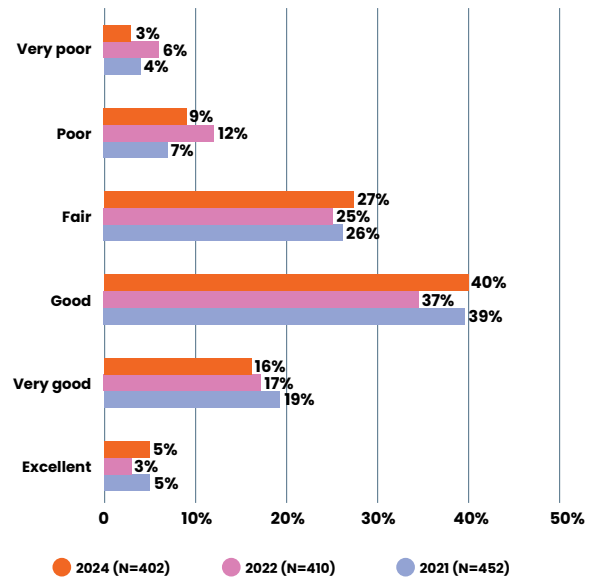
Residents feel that Council provides opportunities for involvement in decision-making, with an importance score of 75% and a satisfaction score of 68%, showing an 7% variance. Satisfaction with Council’s efforts to inform residents is distributed, with 8% very satisfied, 32% satisfied and 41% somewhat satisfied (totally an overall satisfaction level of 81%). A smaller portion expressed dissatisfaction.

### Satisfaction with Council’s efforts to keep residents informed



Data Source: Community Satisfaction Survey, 2024

### Rate per dollar



\*N=Individuals surveyed  
Data Source: Community Satisfaction Survey, 2024, 2022 and 2021

61% of residents rated the value for the rate dollar of the services provided by Council as ‘good’ to ‘excellent’. This result is slightly higher than in 2022, but slightly lower than the baseline of 63%. Older residents (60+) and those living in the established urban area are significantly more likely to rate the value for the rate dollar as ‘good’ to ‘excellent’.

Penrith City Council introduced a reduced rate for residential properties in rural areas starting on July 1, 2021, by creating two residential sub-categories. A final adjustment is planned for 2024–25, where the rate for rural properties will be set at 30% lower than the urban residential rate. In 2023–24, eligible rural properties received an additional 8% reduction, bringing the rate differential between general residential and rural residential properties from 18% to approximately 28%. A minor adjustment will be made in 2024–25 to achieve a 30% differential. From 2025–26 onward, the rural rate will be consistently maintained at 70% of the general residential rate.

Penrith City Council has about 79,565 rateable properties, contributing 49% of its total revenue. The Penrith CBD Corporation and St Marys Town Centre Corporation are expected to request continued Business sub-category rates to fund their activities, raising \$532,240 and \$405,096, respectively. The 2024–25 Budget predicts a net increase of \$8.7 million in rates income, including growth in both Residential and Non-Residential rates (Operational Plan, 2024–25).



# Looking forward to the next 4 years

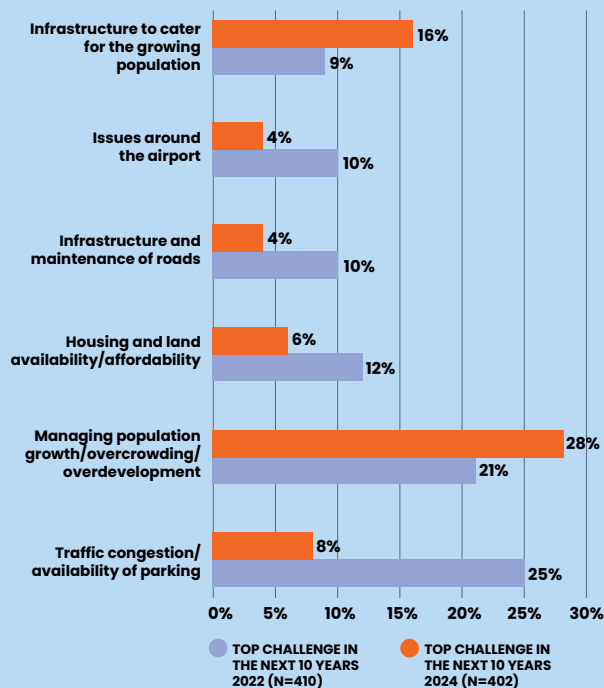
The results in this report present a mixed picture. While some areas have exceeded expectations, others have not quite hit the mark.

Council is committed to investigating the areas that have fallen short and finding ways to improve over the next four years. It is also important to understand the context in which the customer satisfaction survey is undertaken where increased cost of living and higher mortgage rates have no doubt impacted on sentiment for many residents. However, we will continue to prioritise wellbeing and opportunities for our community and strive to provide the services and facilities that our community desires.

The following highlights what our community has told us through the 2024 Customer Satisfaction Survey identifying what they see as their most valued aspects about living in Penrith City area and the top challenges facing Penrith in the next 10 years.

The below graph shows what our community has said are our top challenges for the next 10 years. It shows a comparison of what our community said in the last survey held in 2022 in 2024.

## Gap Analysis Information on Council services and facilities



Data Source: Community Satisfaction Survey, 2022 and 2024

The number one challenge identified in the 2024 survey was around Traffic congestion / availability of parking, closely followed by managing population growth / overcrowding / overdevelopment.

**Traffic and parking:** One quarter of residents stated that traffic congestion and parking availability are challenges in the LGA. Further, the ease of traffic flow has the highest performance gap, with 95% stating it is important but only 54% being at least somewhat satisfied.

**Long-term planning:** 21% of residents mentioned that overdevelopment and overpopulation are the most challenging problems facing Penrith. On the other hand, supporting local business and jobs is also a key driver of overall satisfaction.

### Some other challenges identified are:

#### Infrastructure catering for growing population:

10% of residents stated that more infrastructure catering for the growing population is a top-of-mind challenge facing Penrith City LGA. Specifically, transport infrastructure, and street and public space lighting received relatively larger performance gaps (higher importance but lower satisfaction).

**Condition of roads:** The condition of local roads is one of the key drivers of overall satisfaction with Council and has a relatively lower satisfaction score (58%).

#### Engagement and Communication:

Council recognises that listening to our community's needs and expectations and the provision of information and opportunities for involvement in decision making are key drivers of overall satisfaction. Council will continue to review and explore better ways to provide more consultation opportunities and more timely information about Council to enhance our community's sense of engagement.

## OUR NEW COUNCILLORS ELECTED ON 14 SEPTEMBER 2024.

### North Ward

Robin Cook  
Ross Fowler OAM  
Glenn Gardiner  
Reece Nuttall  
John Thain

### East Ward

Libby Austin  
Todd Carney  
Sabbie Kaur  
Edwin Mifsud  
Garion Thain

### South Ward

Kirstie Boerst  
Sue Day  
Hollie McLean  
Vanessa Pollak  
Faithe Skinner

## INTERPRETING ASSISTANCE

ENGLISH	If you do not understand this, please contact the Telephone Interpreting Service on 131 450 and ask them to contact Penrith City Council on your behalf on (02) 4732 7777. Or come to the Council offices and ask for an interpreter.
ARABIC	إذا لم يكن بإمكانك قراءة النص أعلاه، الرجاء الاتصال بخدمات الترجمة الفورية الهاتفية (TIS) على الرقم 131 450 والطلب منهم الاتصال بدورهم بمجلس مدينة بنريث نيابة عنك على الرقم 4732 7777 (02). أو يمكنك الحضور إلى المجلس وطلب ترتيب مترجم فوري لك.
CHINESE	如果您无法阅读这些文字，请致电 131 450 联系电话传译服务中心，请他们代您拨打 (02) 4732 7777 联系 Penrith 市议会。您也可以亲自到市议会来并要求获得口译服务。
GREEK	Αν δεν μπορείτε να το διαβάσετε αυτό, τηλεφωνήστε στην Τηλεφωνική Υπηρεσία Διερμηνέων στο 131 450 και ζητήστε τους να επικοινωνήσουν με το Δήμο Penrith (Penrith City Council) για λογαριασμό σας στον αριθμό (02) 4732 7777, ή ελάτε στη Δημαρχία και ζητήστε διερμηνέα.
HINDI	यदि आप इसे नहीं पढ़ पाते हैं, तो कृपया 131 450 पर टेलीफोन दुभाषिया सेवा से संपर्क करें और उनसे कहें कि वे आपको और से पैनरथि सटी काउंसिल से (02) 4732 7777 पर संपर्क करें. या आप काउंसिल आएँ और एक दुभाषिया की माँग करें.
ITALIAN	Se non riuscite a leggere questo, contattate il servizio telefonico di interpretariato al numero 131 450 e chiedetegli di contattare da parte vostra il comune di Penrith City al numero (02) 4732 7777 oppure venite in comune e richiedete un interprete.
MALTESE	Jekk ma tistax taqra dan, jekk jogħġbok, ikkuntattja lit-Telephone Interpreting Service fuq 131 450 u itlobhom biex jikkuntattjaw Penrith City Council f'ismek fuq (02) 4732 7777. Jew ejja l-Kunsill u itlob għal interpretu.
PERSIAN	اگر نمی توانید این مطلب را بخوانید، لطفاً به خدمات ترجمه تلفنی به شماره 131 450 زنگ بزنید و از آنان بخواهید با شورای شهر پنریت Penrith City Council به شماره 4732 7777 (02) از جانب شما تماس بگیرند. یا اینکه به شهرداری Council آمده و مترجم بخواهید.
PUNJABI	ਜੇਕਰ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਨੂੰ ਨਹੀਂ ਸਮਝਦੇ ਅਤੇ ਕਸਿ ਦੁਭਾਸ਼ੀਏ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਕਰਿਪਾ ਕਰਕੇ 131 450 'ਤੇ ਟੈਲੀਫੋਨ ਇੰਟਰਪ੍ਰੀਟਿੰਗ ਸੇਵਾ ਨੂੰ ਫੋਨ ਕਰੋ ਅਤੇ ਪੈਨਰਿਥ ਸਿਟੀ ਕਾਊਂਸਲ ਨੂੰ (02) 4732 7777 'ਤੇ Penrith City Council (ਪੈਨਰਿਥ ਸਿਟੀ ਕਾਊਂਸਲ) ਨੂੰ ਫੋਨ ਕਰਨ ਲਈ ਕਹੋ।
SINGHALESE	ඔබට ලෙස කියවීමට නොහැකි නම්, කරුණාකර දුරකථන අංක 131 450 ඔස්සේ දුරකථන පරිවර්තන සේවාව (Telephone Interpreting Service) අමතා ඔබ වෙනුවෙන් දුරකථන අංක (02) 4732 7777 අමතා පෙන්රිත් නගර සභාව (Penrith City Council) හා සම්බන්ධ කර දෙන ලෙස ඉල්ලා සිටින්න. නැතිනම් නගර සභාව වෙත පැමිණ හාන පරිවර්තකයකු ලබා දෙන ලෙස ඉල්ලා සිටින්න.
TAGALOG	Kung hindi mo naiintindihan ang dokumentong ito at kailangan mo ng isang interpreter, mangyaring tumawag sa Telephone Interpreting Service sa 131 450 at hilingin sa kanila na tumawag sa Penrith City Council sa (02) 4732 7777.
TAMIL	இதை உங்களால் வாசிக்க இயலவில்லை என்றால், 'தொலைபேசி உரைபெயர்ப்பு சேவை'யை 131 450 எனும் இலக்கத்தில் அழைத்து 'பென்றித் நகரவையுடன்' (02) 4732 7777 எனும் இலக்கத்தில் உங்கள் சார்பாக தொடர்பு கொள்ளுமாறு கேளுங்கள். அல்லது நகரவைக்கு விஜயம் செய்து உரைபெயர்ப்பாளர் ஒருவர் வேண்டுமெனக் கேளுங்கள்.
VIETNAMESE	Nếu quý vị không thể đọc được thông tin này, xin liên lạc Dịch Vụ Thông Dịch Qua Điện Thoại ở số 131 450 và yêu cầu họ thay mặt quý vị liên lạc với Hội Đồng Thành Phố Penrith ở số (02) 4732 7777. Hoặc hãy tới Hội Đồng và yêu cầu có thông dịch viên.



A rower on our beautiful Nepean River



# Reference Material

## Compliance Checklist

### Our Compliance Checklist for 2023–24

DESCRIPTION	REFERENCE	INCLUDED	PAGE NUMBER
Within 5 months after the end of (financial) year, prepare a report as to council's achievements in implementing its delivery program and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed.	Local Government Act 1993 (Act) s 428(1)	Yes	Not applicable
The annual report of the year in which an ordinary election of councillors is held, must contain council's achievements in implementing the community strategic plan over the previous four years.	Act s 428(2)	Not applicable	223–261
The annual report must be prepared in accordance with Integrated Planning and Reporting Guidelines (IP&R) including Council's progress on the delivery of the service reviews Council has committed to undertake, the results of those reviews and any changes made to levels of service.	Act s 428(3) and Essential Element 5.3—IP&R Guidelines	Yes	24–25, 97, 99
Must contain a copy of the Council's audited financial reports prepared in accordance with the Local Government Code of Accounting Practice and Financial Reporting (may be an attachment).	Act s 428(4)(a)	Yes	160–163; and Council's 2023–24 Financial Statements on our website
Must contain other information as the IP&R Guidelines or the regulations may require.	Act s 428(4)(b)	Yes	Not applicable
Must contain a statement detailing the action taken by the council in relation to any issue raised by the Anti-slavery Commissioner during the year concerning the operations of the council and identified by the Commissioner as being a significant issue.	Act s 428(4)(c)	Yes	176
Must contain a statement of steps taken to ensure that goods and services procured by and for the council during the year were not the product of modern slavery withing the meaning of the Modern Slavery Act 2018	Act s 428(4)(d)	Yes	176
Copy of the Council's annual report must be posted on the council's website and be provided to the Minister for Local Government (via OLG). This can be done by notifying OLG of a URL link.	Act s 428(5)	Yes	Not applicable
Include particulars of any environmental upgrade agreement entered into by the council.	Act s 54P(1)	Not applicable	Not applicable
Report on activities funded via a special rate variation of general income including: <ul style="list-style-type: none"> <li>reporting requirements set out in the Instrument of Approval</li> <li>projects or activities funded from the variation</li> <li>outcomes achieved as a result of the project or activities.</li> </ul>	Special Rate Variation Guidelines* 7.1	Yes	164

DESCRIPTION	REFERENCE	INCLUDED	PAGE NUMBER
Amount of rates and charges written off during year.	Local Government (General) Regulation 2021 (Reg), cl 132	Yes	176
Information about induction training and ongoing professional development: <ul style="list-style-type: none"> <li>the names of any Mayor or Councillors who completed any induction training course, induction refresher course or supplementary induction course during the year</li> <li>the names of any Mayor or Councillors who participated in any ongoing professional development program during the year</li> <li>the number of seminars, circulars and other activities delivered as part of the ongoing professional development program during the year.</li> </ul>	Reg cl 186	Yes	122
Details, (including purpose) of overseas visits by councillors, council staff or other persons representing council (including visits sponsored by other organisations).	Reg cl 217(1)(a)	Yes	135
Total cost during the year of the payment of expenses of, and the provision of facilities to councillors in relation to their civic functions (this amount must equal the reported amount in the financial statements). Identify separate details on the total cost of: <ul style="list-style-type: none"> <li>provision of dedicated office equipment allocated to councillors</li> <li>telephone calls made by councillors</li> <li>attendance of councillors at conferences and seminars</li> <li>the provision of induction training and professional development for mayor and other councillors</li> <li>training of councillors and provision of skill development</li> <li>interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses</li> <li>overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses</li> <li>expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for the mayor and councillors</li> <li>expenses involved in the provision of care for a child of, or an immediate family member of a councillor.</li> </ul>	Reg cl 217(1)(a1) (i), (ii), (iii), (iii a), (iv), (v), (vi), (vii), (viii)	Yes	121
Details of each contract awarded (other than employment contracts and contracts less than \$150,000) including: <ul style="list-style-type: none"> <li>name of contractor</li> <li>nature of goods or services supplied</li> <li>total amount payable.</li> </ul>	Reg cl 217(1)(a2) (i), (ii)	Yes	171-175

DESCRIPTION	REFERENCE	INCLUDED	PAGE NUMBER
<p>Summary of the amounts incurred by the Council in relation to legal proceedings including:</p> <ul style="list-style-type: none"> <li>amounts incurred by council in relation to proceedings taken by or against council (including out of court settlements)</li> <li>summary of the state of the progress of each legal proceeding and (if finalised) the result.</li> </ul>	Reg cl 217(1)(a3)	Yes	131-135
<p>Include resolutions made concerning work carried out on private land, including:</p> <ul style="list-style-type: none"> <li>details or a summary of any resolutions made under section; and</li> <li>details or summary of any work carried out, where the charge is less than the approved fee, the proposed fee to be charged and the total amount subsidised by council.</li> </ul>	Reg cl 217(1)(a4) and Act s 67, 67(2)(b),67(3)	Yes	158
Total amount contributed or otherwise granted to financially assist others.	Reg cl 217(1)(a5) and Act s 356	Yes	147
Statement of all external bodies that exercised functions delegated by Council.	Reg cl 217(1)(a6)	Yes	125
Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest.	Reg cl 217(1)(a7)	Yes	125
Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or no incorporated) in which the council participated during the year.	Reg cl 217(1)(a8)	Yes	123-125
Statement of activities undertaken to implement its EEO management plan.	Reg cl 217(1)(a9)	Yes	108
<p>Statement of the total remuneration package of the general manager including:</p> <ul style="list-style-type: none"> <li>total value of the salary component of the package</li> <li>total amount of any bonus, performance or other payments that do not form part of the salary component</li> <li>total amount payable by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the general manager may be a contributor</li> <li>total value of any non-cash benefits for which the general manager may elect under the package</li> <li>total amount payable by way of fringe benefits tax for any such non-cash benefits.</li> </ul>	Reg cl 217(1)(b) (i), (ii), (iii), (iv), (v)	Yes	106
<p>Statement of the total remuneration packages of all senior staff members (other than GM), expressed as the total (not of the individual members) including:</p> <ul style="list-style-type: none"> <li>total value of salary components of their packages</li> <li>total amount of any bonus, performance or other payments that do not form part of salary components of their packages</li> <li>total amount payable by the Council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor</li> <li>total value of any non-cash benefits for which any of them may elect under the package</li> <li>total amount payable by way of fringe benefits tax for any such non-cash benefits.</li> </ul>	Reg cl 217(1)(c) (i), (ii), (iii), (iv), (v)	Yes	106



DESCRIPTION	REFERENCE	INCLUDED	PAGE NUMBER
<p>Statement of total number of persons who performed paid work on Wednesday 14 February 2024, including, in separate statements, total number of:</p> <ul style="list-style-type: none"> <li>persons employed by the council on a permanent full-time, permanent part-time or casual basis or under a fixed-term contract</li> <li>persons employed by the council as senior staff members</li> <li>persons engaged by the council, under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person</li> <li>persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee</li> </ul>	Reg cl 217 (1)(d) (i),(ii),(iii),(iv)	Yes	107
A statement detailing the stormwater management services provided (if levied).	Reg cl 217(1)(e)	Yes	164-168
A statement detailing the coastal protection services provided (if levied).	Reg cl 217(1)(e1)	Not applicable	Not applicable
<p>Detailed statement, prepared in accordance with such guidelines as may be issued by the Director-General from time to time, of the Council's activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the Companion Animals Act 1988 (CA Act) and the Companion Animal Regulation 2018, including:</p> <ul style="list-style-type: none"> <li>lodgement of pound data collection returns with OLG</li> <li>lodgement of data about dog attacks with OLG, if no known attacks in the year a nil return is required in annual statement</li> <li>amount of funding spent on companion animal management and activities</li> <li>community education programs carried out and strategies the council has in place to promote and assist the desexing of dogs and cats</li> <li>strategies in place for complying with the requirement under s 64 of the CA Act to seek alternatives to euthanasia for unclaimed animals</li> <li>off leash areas provided in the council area</li> <li>detailed information on how fund money was used for managing and controlling companion animals in their area.</li> </ul>	Reg cl 217(1)(f)  Guideline on the exercise of functions under the Companion Animals Act*	Yes	190
Report on all capital works projects is considered best practice.	OLG Capital Expenditure Guidelines*	Yes	177-186
Councils considered to be 'human service agencies' under the Carers Recognition Act 2010 (CR Act) (provide services directed at carers and/or people being cared for by carers) must report on compliance with the CR Act for the reporting period.	Carers Recognition Act 2010, s 8(2)	Not applicable	Not applicable
Information on the implementation of council's Disability Inclusion Action Plan and give a copy to the Minister for Disability Services	Disability Inclusion Act 2014, s 13(1)	Yes	205-217

DESCRIPTION	REFERENCE	INCLUDED	PAGE NUMBER
Particulars of compliance with and effect of planning agreements in force during the year.	Environmental Planning and Assessment Act 1979, s 7.5(5)	Yes	168
Disclosure of how development contributions and development levies have been used or expended under each contributions plan.	Environment Planning and Assessment Regulation 2021(EPA Reg) cl 218A(1)	Yes	169-170
<p>Details for projects for which contributions or levies have been used must contain:</p> <ul style="list-style-type: none"> <li>project identification number and description</li> <li>the kind of public amenity or public service the project relates</li> <li>amount of monetary contributions or levies used or expended on project</li> <li>percentage of project cost funded by contributions or levies</li> <li>amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan</li> <li>value of the land and material public benefit other than money or land</li> <li>whether the project is complete.</li> </ul>	EPA Reg 218A (2)(a),(b),(c), (d),(e),(f),(g)	Yes	169-170
(a) Total value of all contributions and levies received during the year	EPA Reg 218A(3) (a), (b)	Yes	169-170
(b) Total value of all contributions and levies expended during the year			
Recovery and threat abatement plans—Councils identified in a plan as responsible for implementation of measures included in the plan, must report on actions taken to implement those measures as to the state of the environment in its area.	Fisheries Management Act 1994, s220ZT (2)	Not applicable	Not applicable
<p>Details of inspections of private swimming pools. Include the number of inspections that:</p> <ul style="list-style-type: none"> <li>were of tourist and visitor accommodation.</li> <li>were of premises with more than 2 dwellings.</li> <li>resulted in issuance a certificate of compliance under s22D of the SP Act</li> <li>resulted in issuance a certificate of non-compliance under cl 21 SP Reg.</li> </ul>	Swimming Pools Act 1992 (SP Act), s 22F(2) Swimming Pools Regulation 2018 (SP Reg) cl 23	Yes	188-189
Information included on government information public access activity.	Government Information (Public Access) Act 2009, s 125(1)  Government Information (Public Access) Regulation 2018, cl 8, Schedule 2	Yes	135-138

DESCRIPTION	REFERENCE	INCLUDED	PAGE NUMBER
Information included on public interest disclosure activity.	Public Interest Disclosures Act 1994, s 31 Public Interest Disclosures Regulation 2011, cl 4	Yes	140

Table 70 shows items that are also required; are not specifically listed in the Compliance Checklist but have other reporting requirements; or are recognised as good reporting practice.

### Additional reporting requirements list

INFORMATION	DESCRIPTION	PAGE
<b>Sustainability initiatives</b>	Summary of sustainability achievements and actions.	191-204
<b>Access and equity activities</b>	Information and highlights on programs and activities.	144-153
<b>Advocacy</b>	Summary of advocacy activities and key issues.	30-35
<b>Attendance at meetings</b>	Summary of Councillor attendance at meetings.	120
<b>Calendar of events</b>	Listing of key events hosted and supported by Council during the year.	60-63
<b>Economic development</b>	Summary of economic development activities with key issues and achievements.	26-29
<b>Internal audit</b>	Summary of internal audit approach with key issues and changes.	127-130
<b>Needs of children</b>	Information on the range of programs and services providing for the needs of children.	147-149
<b>Mayor and General Manager's messages</b>	These forewords outline our achievements and challenges during the year. The Mayor's message has a strategic focus, while the General Manager's message has an operational focus.	6-9
<b>Our People</b>	Information on the organisation's workforce including statistics and summaries of initiatives, events, highlights, and challenges.	107-114
<b>Public Addresses at Council</b>	Number of members of the public that addressed Council meetings.	120
<b>Risk management</b>	Summary of risk management activities with key issues and changes for the year.	127
<b>Financial summary</b>	High-level summary information including revenue and expenditure and five-year comparisons.	14-15
<b>Financial performance</b>	Report on our results against the Fit for the Future measures.	16-17
<b>Community engagement</b>	Summary of community engagement activities.	56-59
<b>Business improvement</b>	Summary of business improvement and innovation initiatives.	24-25
<b>Our Councillors</b>	Details of Councillors including photos, experience, qualifications, terms of appointment, and commentary on board diversity and development.	48-53
<b>Our Executive Leadership Team</b>	Details of senior executives including individual or collective photos, experience, qualifications responsibilities and key changes in roles or personnel.	104-105



# Glossary of Terms

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

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

**Capital projects:** A project that helps maintain or improve a civil asset, often called infrastructure.

**Capital works program:** Council's adopted program for the provision of capital projects.

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

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

**Community outcomes:** High-level objectives or aspirations of the community for the future of Penrith. They are the things that define more specifically what the long-term vision for our city looks like. The outcomes are established by the community, through community engagement and feedback.

**Community engagement strategy:** Outlines how Council plans to and maintains regular engagement and discussions with its community and partners.

**Delivery program:** Council's work program over four years. The Delivery Program sets out clear priorities and ongoing principal activities Council will undertake within our responsibilities and capacity, towards achieving the community outcomes in the Community Strategic Plan.

**Function:** A team within a department that undertakes a particular set of activities. Departments may have one or more functions.

## **Integrated Planning and Reporting Legislation and Framework (IP&R):**

The IP&R framework for Local Government was introduced in 2009 as an amendment to the Local Government Act 1993. The reforms replace the former Management Plan and Social Plan with an integrated framework. The IP&R framework consists of a hierarchy of documents including a long-term Community Strategic Plan, a Community Engagement Strategy, a Resource Strategy, a Delivery Program, and an Operational Plan for each elected Council term. The IP&R framework was developed to assist councils to improve their long-term community, financial and asset planning.

**Operating budget:** A record of annual transactions that are not allocated in the Capital budget.

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

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

**Performance measures or performance indicators:** The assessment methods used to determine the effectiveness of the service and activities detailed in the Delivery Program.

**Principal activity:** An activity which fulfills a primary function or service that Council delivers or provides. They generally account for more than 20% of a function's resources delivered over the four-year Delivery Program.

**Resource strategy:** Outlines Council's capacity to manage assets and deliver services over the next 10 years. The Resource Strategy includes three key elements:

- Workforce plan.
- Asset management plan.
- Long-term financial plan.

To prepare the Resource Strategy, Council determines our capacity and how to effectively manage our finances, the sustainability of our workforce, and the overall cost of our community assets.

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

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

**Section 7.11 Plan:** The formal plan whereby we collect contributions under section 7.11, (formerly section 94).

**Stakeholders:** Individuals, groups and organisations who have an interest in our operations.

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

**Untied income:** Money received by Council that is not required to be spent on a specific program.

# Abbreviations and Acronyms

**AREAS:** Asset Renewal and Established Areas Strategy.

**BAU:** Business As Usual

**CBD:** The Central Business District. The CBD is the commercial centre of an urban area. It contains the main shops, offices and financial institutions.

**CCC:** A childcare centre, which provides regular full-time or part-time childcare in places specially built or adapted for childcare.

**DA:** Development Application. A DA is a formal application submitted to Council for permission to carry out a new development.

**DCP:** Development Control Plan. A DCP provides detailed planning and design guidelines to support the planning controls in the LEP.

**DIAP:** The Disability Inclusion Action Plan (DIAP) identifies strategies and actions to help make Penrith more accessible and inclusive as required by the Disability Inclusion Act 2014 (NSW).

**DPHI:** NSW Department of Planning, Housing and Infrastructure

**EEO:** Equal Employment Opportunity. EEO is the principle that states everyone should have equal access to employment opportunities based on merit.

**EOI:** Expression of interest.

**FOGO:** Food organics and garden organics.

**JSPAC:** Joan Sutherland Performing Arts Centre.

**LEP:** Local Environmental Plan. An LEP guides planning decisions for local government areas through zoning and development controls. They provide a local framework for the way land can be developed and used.

**LGA:** Local government area.

**LSPS:** Local Strategic Planning Statement. An LSPS sets out the 20-year vision for land use in Penrith. The LSPS recognises the special

characteristics which contribute to Penrith's identity and how growth and change will be managed in the future.

**LTFP:** Long-term financial plan. An LTFP is a long-term financial plan is to express in financial terms the activities that Council proposes to undertake over the medium to longer term to help guide our future actions depending on the longer-term revenue and expenditure proposals.

**RFS:** The NSW Rural Fire Service.

**RPAP:** Resilient Penrith Action Plan. The RPAP builds awareness, preparedness and the capability of Council and the community to adapt and improve resilience to risks, shocks and stresses. It aims to enhance our capacity to work together in becoming a more resilient city and community.

**SEPP:** State environmental planning policies. These NSW Government policies set the rules that control what development can occur on your land. SEPPs apply across NSW. Local environmental plans (LEPs) set planning rules for each local government area.

**SES:** The NSW State Emergency Service.

**STEM:** Science, Technology, Engineering, and Mathematics as subjects of study.

**WHS:** Work health and safety. WHS involves the management of risks to the health and safety of everyone in your workplace.





A street performer in St Marys



## INTERPRETING ASSISTANCE

ENGLISH	If you do not understand this, please contact the Telephone Interpreting Service on 131 450 and ask them to contact Penrith City Council on your behalf on (02) 4732 7777. Or come to the Council offices and ask for an interpreter.
ARABIC	إذا لم يكن بإمكانك قراءة النص أعلاه، الرجاء الاتصال بخدمات الترجمة الفورية الهاتفية (TIS) على الرقم 131 450 والطلب منهم الاتصال بدورهم بمجلس مدينة بنريث نيابة عنك على الرقم 4732 7777 (02). أو يمكنك الحضور إلى المجلس وطلب ترتيب مترجم فوري لك.
CHINESE	如果您无法阅读这些文字，请致电 131 450 联系电话传译服务中心，请他们代您拨打 (02) 4732 7777 联系 Penrith 市议会。您也可以亲自到市议会来并要求获得口译服务。
GREEK	Αν δεν μπορείτε να το διαβάσετε αυτό, τηλεφωνήστε στην Τηλεφωνική Υπηρεσία Διερμηνέων στο 131 450 και ζητήστε τους να επικοινωνήσουν με το Δήμο Penrith (Penrith City Council) για λογαριασμό σας στον αριθμό (02) 4732 7777, ή ελάτε στη Δημαρχία και ζητήστε διερμηνέα.
HINDI	यदि आप इसे नहीं पढ़ पाते हैं, तो कृपया 131 450 पर टेलीफोन दुभाषिया सेवा से संपर्क करें और उनसे कहें कि वे आपकी ओर से पेनरथि सिटी काउंसिल से (02) 4732 7777 पर संपर्क करें. या आप काउंसिल आएँ और एक दुभाषिया की माँग करें.
ITALIAN	Se non riuscite a leggere questo, contattate il servizio telefonico di interpretariato al numero 131 450 e chiedetegli di contattare da parte vostra il comune di Penrith City al numero (02) 4732 7777 oppure venite in comune e richiedete un interprete.
MALTESE	Jekk ma tistax taqra dan, jekk jogħġbok, ikkuntattja lit-Telephone Interpreting Service fuq 131 450 u itlobhom biex jikkuntattjaw Penrith City Council f'ismek fuq (02) 4732 7777. Jew ejja l-Kunsill u itlob għal interpretu.
PERSIAN	اگر نمی توانید این مطلب را بخوانید، لطفاً به خدمات ترجمه تلفنی به شماره 131 450 زنگ بزنید و از آنان بخواهید با شورای شهر پنریت Penrith City Council به شماره 4732 7777 (02) از جانب شما تماس بگیرند. یا اینکه به شهرداری Council آمده و مترجم بخواهید.
PUNJABI	ਜੇਕਰ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਨੂੰ ਨਹੀਂ ਸਮਝਦੇ ਅਤੇ ਕਸਿ ਦੁਭਾਸ਼ੀਏ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਕਰਿਪਾ ਕਰਕੇ 131 450 'ਤੇ ਟੈਲੀਫੋਨ ਇੰਟਰਪਰਟਿੰਗ ਸੇਵਾ ਸਰਵਿਸ ਨੂੰ ਫੋਨ ਕਰੋ ਅਤੇ ਉਨ੍ਹਾਂ ਨੂੰ (02) 4732 7777 'ਤੇ Penrith City Council (ਪੈਨਰਥਿ ਸਿਟੀ ਕੌਂਸਲ) ਨੂੰ ਫੋਨ ਕਰਨ ਲਈ ਕਹੋ।
SINGHALESE	ඔබට මෙය කියවීමට නොහැකි නම්, කරුණාකර දුරකථන අංක 131 450 ඔස්සේ දුරකථන පරිවර්තන සේවාව (Telephone Interpreting Service) අමතා ඔබ වෙනුවෙන් දුරකථන අංක (02) 4732 7777 අමතා පෙන්නිම නගර සභාව (Penrith City Council) හා සම්බන්ධ කර දෙන ලෙස ඉල්ලා සිටින්න. නැතිනම් නගර සභාව වෙත පැමිණ හඹා පරිවර්තකයකු ලබා දෙන ලෙස ඉල්ලා සිටින්න.
TAGALOG	Kung hindi mo naiintindihan ang dokumentong ito at kailangan mo ng isang interpreter, mangyaring tumawag sa Telephone Interpreting Service sa 131 450 at hilingin sa kanila na tumawag sa Penrith City Council sa (02) 4732 7777.
TAMIL	இதை உங்களால் வாசிக்க இயலவில்லை என்றால், 'தொலைபேசி உரைபெயர்ப்பு சேவை'யை 131 450 எனும் இலக்கத்தில் அழைத்து 'பென்றித் நகரவையுடன் (02) 4732 7777 எனும் இலக்கத்தில் உங்கள் சார்பாக தொடர்பு கொள்ளுமாறு கேளுங்கள். அல்லது நகரவைக்கு விஜயம் செய்து உரைபெயர்ப்பாளர் ஒருவர் வேண்டுமெனக் கேளுங்கள்.
VIETNAMESE	Nếu quý vị không thể đọc được thông tin này, xin liên lạc Dịch Vụ Thông Dịch Qua Điện Thoại ở số 131 450 và yêu cầu họ thay mặt quý vị liên lạc với Hội Đồng Thành Phố Penrith ở số (02) 4732 7777. Hoặc hãy tới Hội Đồng và yêu cầu có thông dịch viên.

## PENRITH CITY COUNCIL

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