

# Penrith

*Regional City*

Exhibition Copy



*Delivery Program*  
**2009-2013**

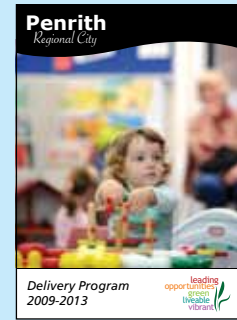
leading  
opportunities  
green  
liveable  
vibrant 

## Strategic Planning Framework

INTRODUCTION  
PRIORITIES  
PROGRAMS  
REPORTING



The **Community Strategic Plan** identifies the long term aspirations our communities want to see delivered in the City. The Strategic Plan stretches beyond the next ten years, identifying the outcomes and long term strategic responses needed to achieve the agreed directions. It demands strong leadership from Council in working with others to grow our Regional City into the future.



The 4 Year **Delivery Program** links the 'planning' in the long term Strategic Plan with the 'implementing' in the annual Operational Plan. It is the strategic document that guides the organisation's work program over the Councillors' four year term. The Delivery Program sets out clear priorities, ongoing activities and specific actions Council will undertake, within its responsibilities and capacity, towards achieving the communities' outcomes.



The annual **Operational Plan** is the 'implementing' part of Council's key strategic documents, and outlines all of Council's services. All services deliver a range of ongoing service activities, and may also identify specific tasks to be undertaken in the year ahead. Both ongoing activities and specific tasks contribute to the implementation of Council's Delivery Program.



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



The **Community Engagement Strategy** outlines how Council will engage with its communities and relevant stakeholders in developing and finalising the Community Strategic Plan. Over time it will be reviewed to outline how Council will ensure regular engagement and discussion with our communities about their needs and aspirations for the City.

*There is more information on how the documents work together, and how we will measure our success on pages 46-47 of this Delivery Program.*

## Welcome

This document, the **Delivery Program**, is Council's response to the Community Strategic Plan. The Community Strategic Plan recognises that others in our communities (individuals, businesses, governments and agencies) can also contribute to future outcomes.

The Delivery Program outlines what Council will do over the next four years to work towards achieving the agreed Community Outcomes. Council has two areas of responsibility in delivering its responses – one relates to what it does as an organisation, and the other relates to what it does in the City. The Delivery Program is important in making sure that all of Council's services and programs remain focussed on delivering the agreed long term outcomes for the City.

## Our Vision

Is one of a sustainable and prosperous region with a harmony of urban and rural qualities with a strong commitment to environmental protection and enhancement.

It would offer both the cosmopolitan and cultural lifestyles of a mature city and the casual character of a rural community.

## Our Mission

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

## Our Values

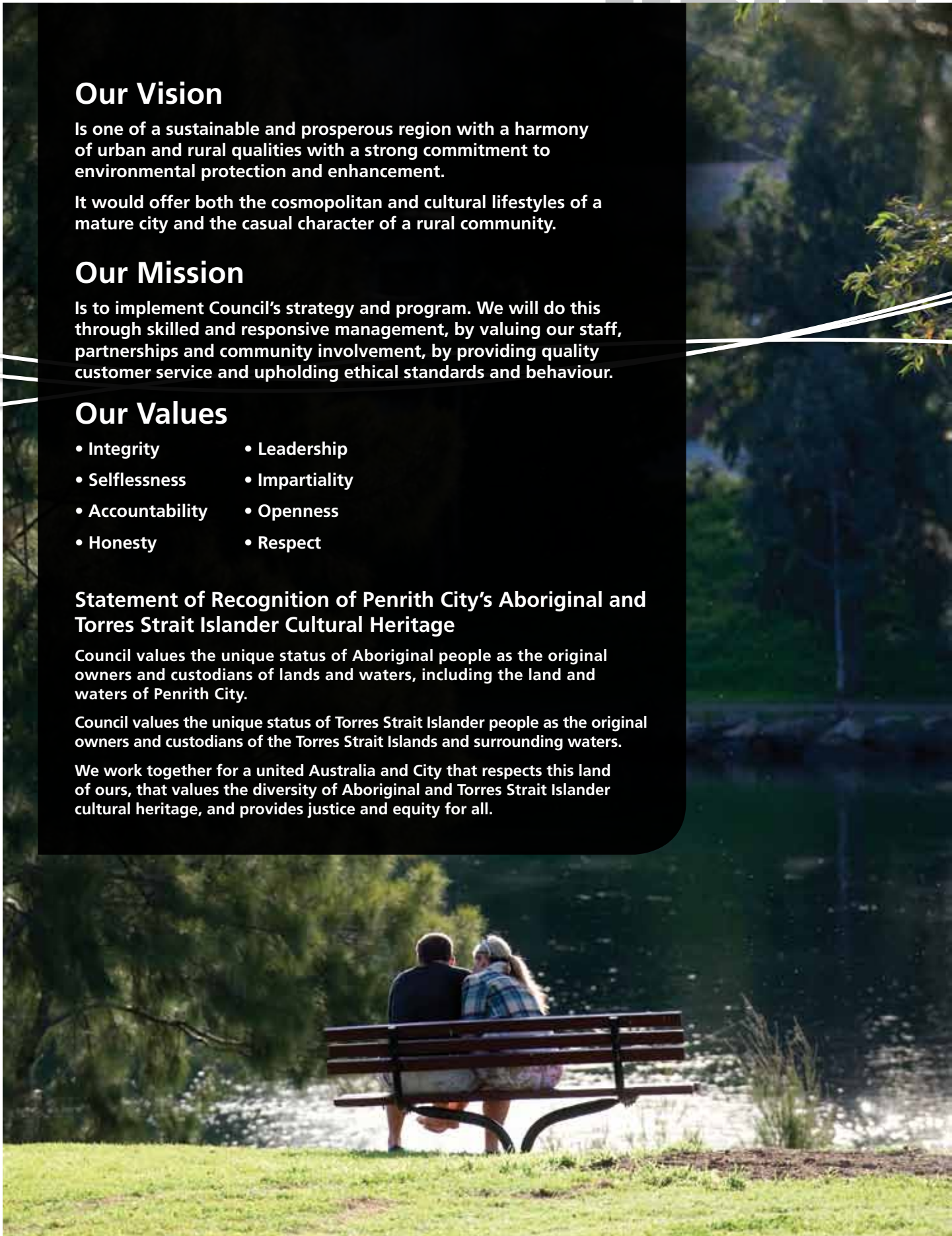
- Integrity
- Selflessness
- Accountability
- Honesty
- Leadership
- Impartiality
- Openness
- Respect

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

Council values the unique status of Aboriginal people as the original owners and custodians of lands and waters, including the land and waters of Penrith City.

Council values the unique status of Torres Strait Islander people as the original owners and custodians of the Torres Strait Islands and surrounding waters.

We work together for a united Australia and City that respects this land of ours, that values the diversity of Aboriginal and Torres Strait Islander cultural heritage, and provides justice and equity for all.



## Our Council



### Scale of Penrith City Council

Admin Centres .....	2
Budget (approx) .....	\$180 million
Workforce .....	1,139

### Community Facilities

Community Buses .....	2
Neighbourhood & Community Centres .....	22
Public Halls .....	11
Youth Centres .....	2
Senior Citizens Centres .....	2
Central & Branch Libraries .....	4
Performing Arts Centre .....	1
Regional Art Gallery .....	1
Public Toilets & Amenity Blocks .....	78

### Land Use

Parks (Playgrounds) .....	426 ha
Sporting Grounds .....	340 ha
Parks/Community Uses (Drainage Reserves) ..	233 ha
Natural Areas .....	274 ha

### Children's Services

#### Managed by a Cooperative Board

Long Day Care .....	17
Before & After School Care .....	9
Vacation Care .....	6
Preschools .....	6

#### Managed by Council

Mobile Preschool .....	1
Mobile Playvan .....	1
Supporting Aboriginal Access .....	1
Inclusion Support Agency .....	1
Recreation and Peer Support .....	1

### Sporting Facilities

Sporting Fields .....	104
Swimming Complexes .....	2
Tennis Courts .....	45
Recreational Centre .....	1
Whitewater Stadium .....	1

### Roads Infrastructure

Road Lengths .....	1,150 km
Footpath Lengths .....	360 km
Kerb & Gutter Lengths .....	1,464 km
Car Parks .....	140

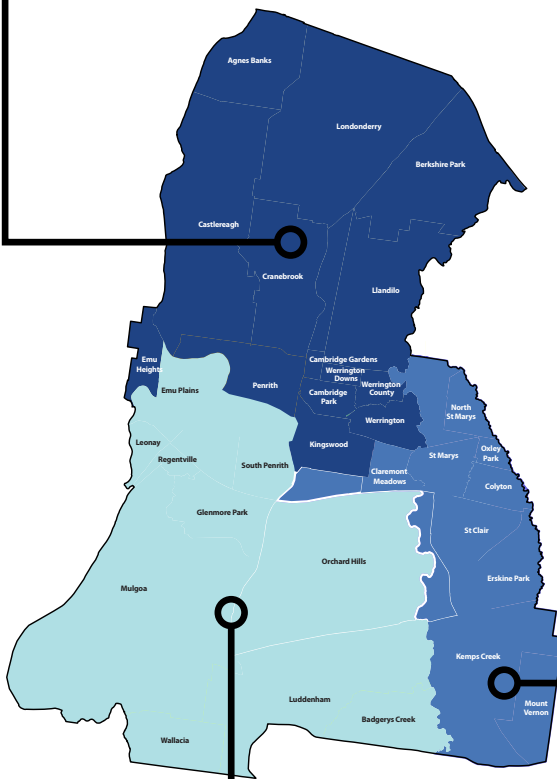
## Our Councillors

INTRODUCTION
PRIORITIES
PROGRAMS
REPORTING

### North Ward Councillors



Left to right: Kevin Crameri OAM, Ross Fowler OAM, Ben Goldfinch, Kathryn Presdee, John Thain.



### East Ward Councillors

Left to right: (TOP) Kaylene Allison, Greg Davies, (BELOW) Tanya Davies, Jackie Greenow, Marko Malkoc.



### South Ward Councillors



Left to right: Jim Aitken OAM, Robert Ardill, Mark Davies, Prue Guillaume, Karen McKeown.

## Leadership Team

The past year saw a major restructure of senior management to create a new team able to better position Council for the future. The largest restructure in two decades involved the creation of eight group manager positions to focus on day to day operations.

The General Manager is now supported by two directors who will focus on longer term planning and lead Penrith as we continue our transformation from a big centre to a major regional city.

As each local government is forced to compete with more than 500 councils across Australia for funding and resources, it is vital that Penrith City Council proactively seeks opportunities as well as establishing networks and connections that will ensure the City is strongly positioned to receive infrastructure and services our residents need and deserve.



The restructure saw the creation of eight Group Manager roles. Group Managers Linden Barnett (left), Brian Steffen, David Burns, Ruth Goldsmith, Roger Nethercote, Vicki O’Kelly, Wayne Mitchell and Stephen Britten, are responsible for delivering 45 services in 21 programs.

**General Manager - Alan Stoneham**

**Directors - Craig Butler & Barry Husking**

**Group Managers**

Group	Program	Service	Department
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**CITY INFRASTRUCTURE Wayne Mitchell**

Major Infrastructure Projects & Design	Design & Project Management	Major Projects Craig Ross
Roads, Footpaths & Buildings	Building Maintenance & Construction Civil Construction & Maintenance Fleet & Plant Maintenance	City Works Hans Meijer
Traffic, Parking & Drainage	Development Engineering Floodplain & Drainage Engineering Traffic Management, Parking & Road Safety	Design & Technical Advice David Yee

**CITY PRESENTATION David Burns**

Community Facilities Public Spaces & Community Safety	Cemeteries Neighbourhood Facilities Management Community Safety Public Domain Maintenance	Public Domain Amenity & Safety Yvonne Perkins
Parks	Bushland Management Parks	Parks John Gordon
Sport & Recreation	Recreation & Leisure Facilities Management	Recreation Andrew Robinson
Waste Management & Community Protection	Emergency Services Management Regulatory Control Waste Management	Waste & Community Protection Barry Ryan

**FINANCE Vicki O'Kelly**

Corporate Finance	Financial Services Operational Planning Purchasing & Supply Risk Management & Insurance Property Development & Management	Financial Services Andrew Moore  Property Development Brian Griffiths
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**INFORMATION & CUSTOMER RELATIONS Brian Steffen**

Community Information & Events	City Partnerships Customer Service Marketing Communications	City Marketing Geoff Shuttleworth Media Liaison Officer Carl Spears
Corporate Support	Information Technology Mapping Information / GIS Records Management	Information Management & Technology Chris Gardner
Libraries	Libraries	Library Colin Stevenson

**LEADERSHIP Ruth Goldsmith**

Planning and Advocacy Strategic Planning Sustainability	City Planning Regional Planning & Advocacy Strategic Planning Sustainability Planning	Sustainability & Planning Paul Grimson
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**LEGAL & GOVERNANCE Stephen Britten**

Corporate Governance	Corporate Governance Council & Executive Support Legal Services	Legal & Governance Glenn Schuil Matthew Bullivant
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**PEOPLE and PLACES Roger Nethercote**

Children's Services	Children's Services	Children's Services Janet Keegan
Community Well Being	Community & Cultural Development Lemongrove Retirement Village Neighbourhood Renewal	Community & Cultural Development Erich Weller
Development Applications	Building Approvals & Certificates Development Applications	Development Services Paul Lemm
Environmental & Health Management	Environmental Health	Environmental Health Graham Liehr

**WORKFORCE & WORKPLACE Linden Barnett**

Corporate Workforce	Workforce Development	Workforce & Workplace Danielle Welsh
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INTRODUCTION

PRIORITIES

PROGRAMS

REPORTING

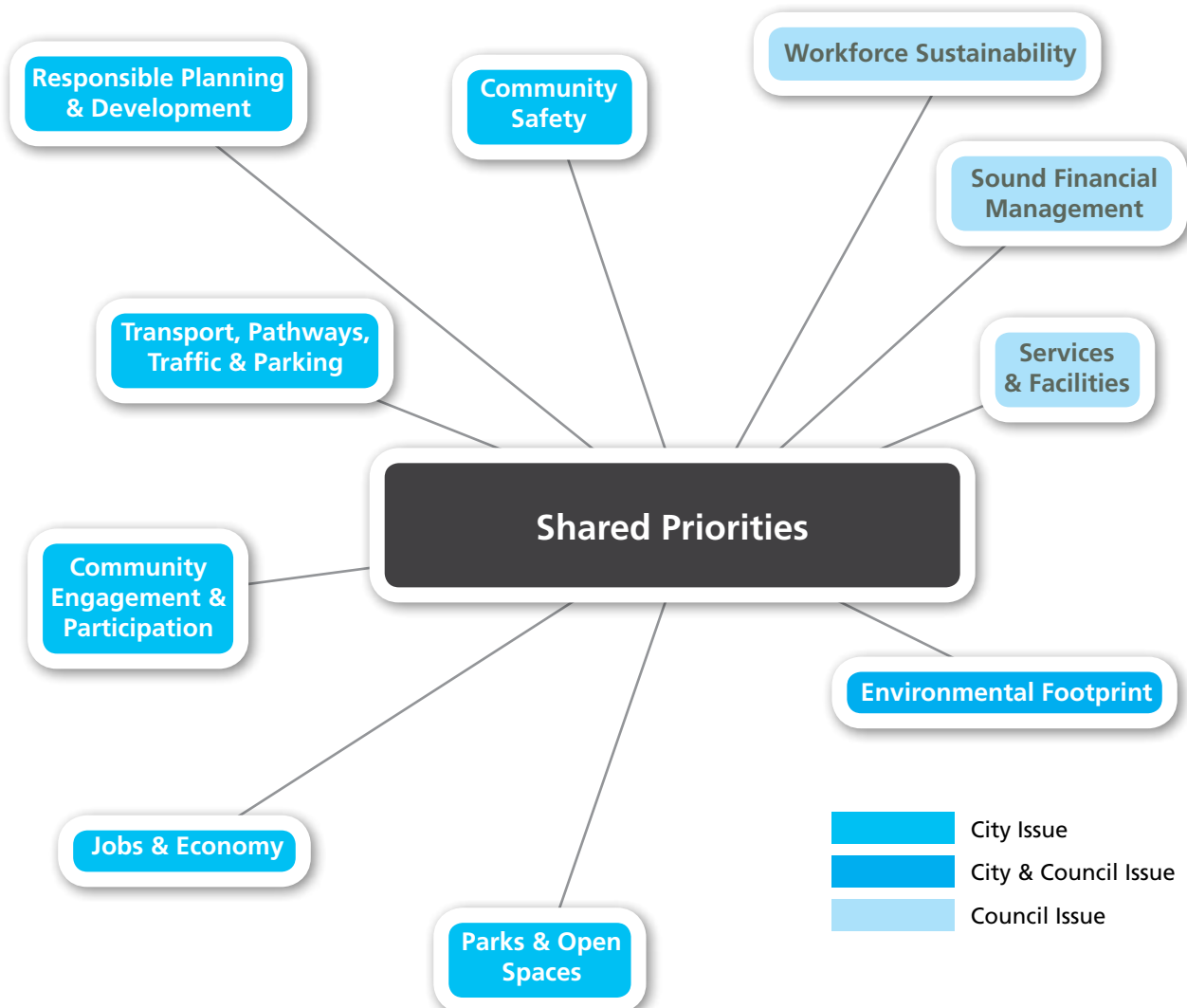
## Our Priorities

In 2003, Penrith City Council adopted the United Nations Environment Program (UNEP) Melbourne Principles for Sustainable Cities to help guide our journey towards sustainability. The principles are intended as a guide for cities around the world to develop sustainable solutions that are relevant to their own specific circumstances, and provide a simple set of statements on how a sustainable city would function.

These 10 principles, adopted as Penrith's Principles for a Sustainable City, continue to provide a robust framework which helps guide our planning, decision-making and reporting. Council has framed the new Community Strategic Plan, Delivery Program, Operational Plan and Annual Report around the principles. The principles underpin each theme in the Community Strategic Plan (leading, opportunities, green, liveable and vibrant). This cements our commitment to a sustainable future, and establishes clear links between all key planning and reporting documents.

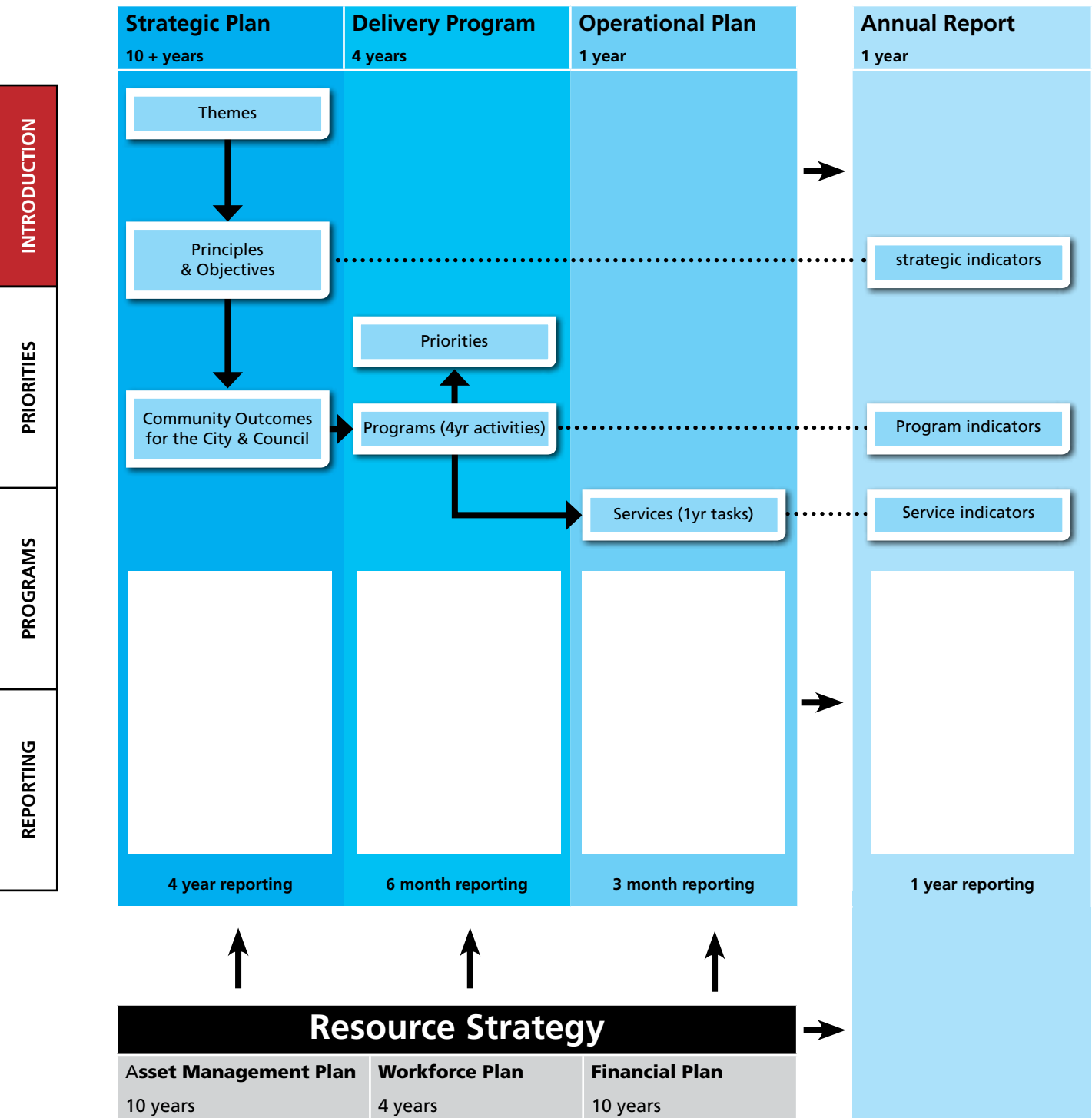
As part of our commitment to continual improvement, in early 2009 Council engaged independent consultants, Banarra, to undertake a materiality review. We wanted to make sure our reporting focused on those issues that are of the greatest concern to the community, our organisation and other key stakeholders. The process was also a timely opportunity to verify the outcomes of the extensive community and stakeholder engagement we undertook in preparing our Strategic Plan 2031 and Delivery Program 2009-13.

The review involved a process consistent with the international Global Reporting Initiative (GRI) guidelines. A range of internal and external factors were considered, along with Council's policies, strategies and goals. Our impacts, risks and opportunities were also reviewed. The review identified 10 high priority material issues as detailed in the diagram below. These were consistent with the priorities raised during the development of the Community Strategic Plan 2031, and will continue to guide our strategic planning directions.



INTRODUCTION
PRIORITIES
PROGRAMS
REPORTING

## How do the documents work together?



**The Community Strategic Plan** identifies the long term aspirations our communities want to see delivered in the City. It describes the City's future through five key themes (*leading, opportunities, green, liveable and vibrant*) which focus attention on the broad range of issues and activities that are important for our City and communities. The Community Strategic Plan includes two key elements:

<i>Community Outcomes</i>	The <i>Community Outcomes</i> express the many ideas, messages and aspirations provided by our communities and stakeholders through the 'City Futures' Forum, surveys, workshops and focus group sessions. The <i>Community Outcomes</i> address issues in the City, and also Council as an organisation. Some <i>Community Outcomes</i> are wholly within Council's role to deliver, and some can be addressed in partnership with others. Several <i>Community Outcomes</i> are beyond Council's role and responsibilities. They are issues on which Council can advocate, inform and influence, but are not within Council's direct control.
<i>Strategic Responses</i>	The <i>Strategic Responses</i> outline what individuals, City partners, and Council can do towards achieving the Community Outcomes. The <i>Strategic Responses</i> that Council will deliver are clearly specified. Council has two areas of focus in delivering <i>Strategic Responses</i> – one relates to what it does as an organisation, and the other relates to what it does in the City. Council has a number of defined roles in working towards a sustainable future City – leader, advocate, custodian, facilitator, educator, regulator and service provider, which are specified.

The **Delivery Program** is the strategic document that guides Council's work program over four years. The first section uses the same framework as the Community Strategic Plan to clearly demonstrate the links between the documents, and the second section provides more detail on each of Council's programs. It includes:

<i>Priorities</i>	The <i>Priorities</i> highlight the actions that our communities and partners felt were particularly important. These are the actions on which Council should focus, whilst continuing to deliver its ongoing programs.
<i>Council Programs</i>	The first section of the Delivery Program identifies <i>Key Council Programs</i> which will contribute to delivering <i>Council's Strategic Responses</i> . Other programs may also contribute, or provide organisational support. The second section of the Delivery Program provides details for each program on its strategic links, the ongoing <i>activities</i> for each service within that program, tasks that will be undertaken in specific years, and the annual program budgets. Group Managers are responsible for the implementation of <i>Council Programs</i> .

The **Operational Plan** supports the Delivery Program by providing specific information on what will be done each year. The Operational Plan provides information on each service, including its service levels, specific tasks for that year, and the annual service budget. Managers are responsible for implementing Council's services.

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

The **Annual Report** provides a summary of Council's performance and achievements each year. As Council has shaped its strategic planning documents around *Penrith's Principles for a Sustainable City* the Annual Report also provides a snapshot of our progress towards a sustainable City and organisation, by reporting on the Sustainability Indicators.

INTRODUCTION
PRIORITIES
PROGRAMS
REPORTING



Community Outcomes City & Council	Council's Strategic Responses	Key Council Program/s	Priorities
<b>We demonstrate leadership, foster resilience and tenacity, and encourage innovation</b>			
1. A Regional City that provides our jobs, education, services and entertainment	1.1 Demonstrate our leadership, and encourage innovation  1.2 Share aspirations and work together to grow Penrith as a Regional City	Community Information & Events  Sustainability  Planning & Advocacy	<ul style="list-style-type: none"> <li>Review and refresh the brand and marketing plan for the City, which build on its strengths, natural environment and identity (CIE)</li> </ul>
<b>We plan responsibly for now and the future</b>			
2. A Regional City that is resilient to climate change	2.1 Respond to the effects of climate change on our region	Sustainability	<ul style="list-style-type: none"> <li>Research the impacts of climate change on the region, and develop plans to respond (S)</li> </ul>
3. A Council that plans responsibly for a sustainable future	3.1 Build our City's future on the principles of sustainability	Planning & Advocacy  Strategic Planning	<ul style="list-style-type: none"> <li>Gazette Penrith Local Environmental Plan 2012 and adopt Penrith Development Control Plan 2012 (PA)</li> </ul>
<b>We demonstrate accountability, transparency and ethical conduct</b>			
4. A Council that manages its finances, services and assets effectively	4.1 Deliver services for the City and its communities, and maintain our long term financial sustainability	Corporate Finance  Corporate Workforce  Strategic Planning	<ul style="list-style-type: none"> <li>Lobby government for financial assistance to redress the current infrastructure backlog and provide funding for key regional projects (CF)</li> <li>Pursue alternative funding options to deliver Council services and facilities, including consideration of a Special Rate Variation, following community consultation and engagement (CF)</li> </ul>
5. A Council that behaves responsibly and ethically	5.1 Champion accountability and transparency, and responsible and ethical behaviour  5.2 Base our decisions on research, evidence, and our responsibility to anticipate harm before it occurs	Corporate Governance  Corporate Workforce  Corporate Finance  Corporate Support  Sustainability  Strategic Planning	<ul style="list-style-type: none"> <li>Mainstream sustainability in the organisation by engaging with staff and implementing programs (S)</li> </ul>

INTRODUCTION

PRIORITIES

PROGRAMS

REPORTING

Community Outcomes City & Council	Council's Strategic Responses	Key Council Program/s	Priorities
<b>We have access to what we need</b>			
6. A City with a strong local economy and access to jobs	6.1 Facilitate a diverse economy, sustainable businesses and secure employment base	Planning & Advocacy Development Applications	<ul style="list-style-type: none"> <li>Support the Penrith Business Alliance to encourage investment and job creation, including opportunities for business hubs and sustainable businesses to locate and grow in Penrith (PA)</li> </ul>
		Planning & Advocacy (Place Management)	<ul style="list-style-type: none"> <li>Finalise and implement Public Domain Plans for Penrith City Centre and St Marys Town Centre (PA)</li> </ul>
		Planning & Advocacy (Place Management)	<ul style="list-style-type: none"> <li>Implement public domain improvements in Dunheved Business Park to help attract investment and new businesses (PA)</li> </ul>
7. A City with equitable access to services and facilities	7.1 Base the provision of services and facilities on principles of social justice and equity	Corporate Finance Community Wellbeing Children's Services Libraries	<ul style="list-style-type: none"> <li>Advance the planning for a Regional Community Services Facility in the Penrith City Centre (CW)</li> <li>Deliver high quality children's services that are affordable, accessible and viable (CS)</li> <li>Implement the preferred Library Service delivery model (L)</li> </ul>
8. A City with lifestyle and housing choice in our neighbourhoods	8.1 Encourage housing that provides choice, achieves design excellence, and meets community needs	Planning & Advocacy Development Applications	<ul style="list-style-type: none"> <li>Complete the Urban Study and Urban Strategy, to provide a diversity of housing, including retirement lifestyle opportunities (PA)</li> </ul>
<b>We have a say in our future</b>			
9. A Council that speaks out for Penrith and our region	9.1 Advocate for the employment, transport, and infrastructure to ensure the region is sustainable	Planning & Advocacy	<ul style="list-style-type: none"> <li>Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth (PA)</li> </ul>
10. A Council that involves, informs, and responds	10.1 Engage our communities by creating opportunities for participation, listening, providing information, and responding	Community Information & Events Strategic Planning	<ul style="list-style-type: none"> <li>Create a new Council website to improve communications, and information on Council services (CIE)</li> <li>Prepare and implement a Community Engagement Strategy that ensures regular discussion with our communities and stakeholders about their needs and aspirations for the City (SP)</li> </ul>



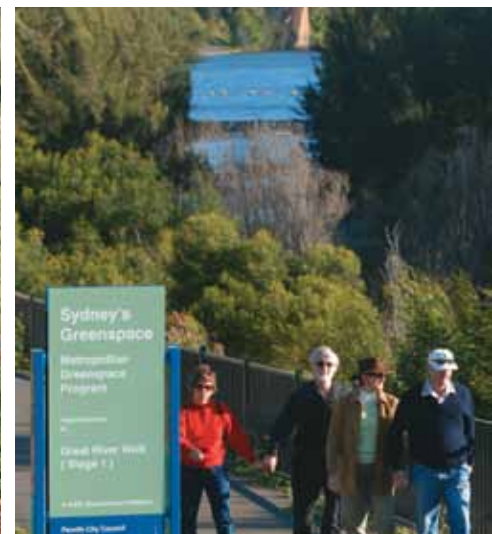
Community Outcomes City & Council	Council's Strategic Responses	Key Council Program/s	Priorities
<b>Our natural habitats are healthy</b>			
11. A City with healthy waterways and protected natural areas	11.1 Work with others to protect and conserve the River, waterways and catchments, and natural environments	Environmental & Health Management	<ul style="list-style-type: none"> <li>Lobby for funding to improve catchment and biodiversity health (EHM)</li> </ul>
	11.2 Protect and conserve the natural areas under Council's responsibility	Parks	<ul style="list-style-type: none"> <li>Encourage community involvement in bushland management (P)</li> </ul>
<b>We use our resources wisely, and take responsibility for our levels of consumption</b>			
12. A City with a smaller ecological footprint	12.1 Respond to the impacts of climate change, by mitigating and adapting what we do	Sustainability Waste Management & Community Protection	<ul style="list-style-type: none"> <li>Develop a Climate Change Strategy, encompassing both mitigation and adaptation (S)</li> </ul>
13. A Council with a smaller ecological footprint	13.1 Work to reduce the organisation's ecological footprint	Sustainability Waste Management & Community Protection	<ul style="list-style-type: none"> <li>Investigate approaches to measuring the City's and Council's ecological footprints (S)</li> </ul>
<b>We encourage sustainable production and technologies</b>			
14. A City with viable agriculture and rural activities that provides fresh local food	14.1 Protect the landscape values and productive capacity of the City's rural lands	Planning & Advocacy	<ul style="list-style-type: none"> <li>Confirm, with the State Government, the City's agreed urban and rural boundaries, and reflect those boundaries in Penrith LEP 2012 (PA)</li> </ul>
		Environmental & Health Management	<ul style="list-style-type: none"> <li>Research and promote viable rural activities and new agri-businesses (EHM)</li> <li>Support local food production and sustainable agriculture (EHM)</li> </ul>

INTRODUCTION

PRIORITIES

PROGRAMS

REPORTING



Community Outcomes City & Council	Council's Strategic Responses	Key Council Program/s	Priorities
<b>Our physical infrastructure is adaptable, and responds to changing needs</b>			
15. A City with interconnected, safe public transport	15.1 Lobby State and Federal Government to ensure the City has an effective public transport network	Planning & Advocacy Traffic, Parking & Drainage	<ul style="list-style-type: none"> <li>Lobby for improved train services, including quadruplicating the Western Rail line, separate freight rail lines, and improved bus / rail interchanges (PA)</li> <li>Lobby for improved bus services, including more and prioritised buses and shuttle bus services in the City's Centres (PA)</li> </ul>
16. A City with an integrated local road and pathways network	16.1 Provide a safe, efficient local road network	Planning & Advocacy Roads, Footpaths & Buildings	<ul style="list-style-type: none"> <li>Lobby for better local and regional road connections, including the Jane Street extension, Erskine Park Arterial (Lenore Drive), Werrington Arterial, and links to the Growth Centres (PA)</li> </ul>
	16.2 Implement effective traffic and parking responses	Major Infrastructure Projects & Design	<ul style="list-style-type: none"> <li>Build a decked commuter carpark at Penrith Station (MIPD)</li> <li>Investigate a new decked carpark in the Penrith City Centre (MIPD)</li> </ul>
		Traffic, Parking & Drainage	<ul style="list-style-type: none"> <li>Develop Access and Parking Plans for the Penrith City Centre and St Marys Town Centre (TPD)</li> </ul>
	16.3 Improve the City's footpath and cycleway network	Planning & Advocacy Roads, Footpaths & Buildings Traffic, Parking & Drainage	<ul style="list-style-type: none"> <li>Implement Council's Shared Path and Cycleway Network (RFB)</li> <li>Investigate options for a new shared pathway across Victoria Bridge (PA)</li> </ul>
17. A City with infrastructure that responds to community needs	17.1 Provide well-maintained community buildings	Roads, Footpaths & Buildings	<ul style="list-style-type: none"> <li>Implement the ten-year Building Asset Renewal Program (RFB)</li> </ul>
	17.2 Improve the City's drainage network	Traffic, Parking & Drainage	<ul style="list-style-type: none"> <li>Complete the Penrith City Centre and St Marys Town Centre flood studies, and develop a works and mitigation program</li> </ul>
<b>Our public spaces encourage safe and healthy communities</b>			
18. A City with safe, inviting parks and public spaces	18.1 Provide safe, well-maintained public spaces and parks	Public Spaces & Community Safety Parks Waste Management & Community Protection	<ul style="list-style-type: none"> <li>Provide enhanced level of service to high profile areas, and address the emerging issue of litter, in the City (PSCS)</li> <li>Implement the ten-year Public Amenity Replacement Program (PSCS)</li> <li>Implement the ten-year Parks Asset Renewal Program (P)</li> </ul>
19. A City with active and healthy communities	19.1 Provide community facilities, and recreation and leisure programs, that encourage healthy activity	Community Facilities Sport & Recreation	<ul style="list-style-type: none"> <li>Implement prioritised actions from the review of the Neighbourhood Facility Management Services (CF)</li> </ul>

Community Outcomes City & Council	Council's Strategic Responses	Key Council Program/s	Priorities
<b>We build on our strengths, value our heritage, celebrate our cultural diversity, and foster creativity</b>			
20. A City with people and places that are inclusive, foster creativity, and celebrate diversity	20.1 Encourage vibrant places in the City, and creativity, inclusivity and diversity in our communities	Community Wellbeing	<ul style="list-style-type: none"> <li>Engage the community in developing Neighbourhood Action Plans in priority identified established areas of the City (CW)</li> </ul>
	20.2 Support cultural initiatives that meet local needs, and attract regional interest	Community Wellbeing	<ul style="list-style-type: none"> <li>Complete the St Marys Corner Community and Cultural Precinct (CW)</li> </ul>
21. A City that promotes health and wellbeing	21.1 Encourage the well being of our communities	Environmental & Health Management	<ul style="list-style-type: none"> <li>Finalise and implement the Penrith Health Strategy to assist in achieving long term health benefits for the City's communities (EHM)</li> </ul>
22. A City with design excellence that respects our local identity	22.1 Promote good design, sustainable buildings, and development that enhances our City	Development Applications	<ul style="list-style-type: none"> <li>Incorporate procedures into the development application process that provides advice on Design Excellence and recognises quality design (DA)</li> </ul>
<b>We play an active role in our communities</b>			
23. A City with opportunities to engage, participate and connect	23.1 Enhance community strengths and capacity by supporting collaborative networks and partnerships	Community Wellbeing Community Information & Events	<ul style="list-style-type: none"> <li>Engage in strategic partnerships to facilitate and support the planning and delivery of social infrastructure, programs and services (CW)</li> </ul>

INTRODUCTION

PRIORITIES

PROGRAMS

REPORTING



## Delivery Programs

The next section of this document provides the detail of our four year delivery program. The Delivery Program represents the commitment made by each incoming Council to work towards the Community aspirations included in the Strategic Plan.

Each of Council's 21 programs has its own page which tells you the major tasks that will be undertaken, when they will occur, identifies priorities (in bold text) and lists the indicators we will use to measure our success. The Delivery Program also shows tasks which are currently unfunded. These are tasks which will make an important contribution towards achieving our goals, but which Council cannot currently resource. They are included in the Delivery Program in case funding sources are identified during the four year term of the program.

Program	Page
Children's Services	16
Community Facilities	17
Community Information and Events	18
Community Wellbeing	20
Corporate Finance	22
Corporate Governance	24
Corporate Support	25
Corporate Workforce	27
Development Applications	28
Environmental and Health Management	29
Libraries	30
Major Infrastructure Projects and Design	31
Parks	32
Planning and Advocacy	33
Public Spaces and Community Safety	35
Roads, Footpaths and Buildings	36
Sport and Recreation	37
Strategic Planning	38
Sustainability	39
Traffic, Parking and Drainage	40
Waste Management and Community Protection	41

INTRODUCTION
PRIORITIES
PROGRAMS
REPORTING

### KEY

Activities or tasks in **bold** are priority service activities or tasks, and are nominated in the Priority section at the front of this document

Activities or tasks in italics and are currently unfunded or partially funded, and will not be included in the relevant year/s of Operational Plan unless the necessary funding becomes available

A circle ○ indicates an ongoing activity

A triangle ▲ indicates an activity or task that will be completed within a specific year

## Children's Services

Program

People and Places - Roger Nethercote

Group Manager

### Links to Strategic Plan

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

### Activities and Priorities

Children's Services	2009-2010	2010-2011	2011-2012	2012-2013
<b>Deliver high quality children's services that are affordable, accessible and viable</b>	○	○	○	○
Develop a comprehensive marketing and promotions plan		▲		
Plan for and support others, as appropriate, to provide children's services	○	○	○	○
Advocate at State, Federal and Local levels on issues relating to children's services, and maximise benefits from new Federal initiatives	▲	▲	▲	▲
Investigate and implement programs for identified target groups in the community	○	○	○	○

### Indicators

- More families use Council's children's services each year
- More than 90% of program activities are completed each year

Program Budget	2009-2010	2010-2011	2011-2012	2012-2013
operating expenditure	17,084.7	18,123.5	18,751.4	19,015.1
capital expenditure	99.2	139.3	95.0	95.0
revenue	(15,520.1)	(16,591.7)	(16,146.4)	(15,812.2)
net cost / (surplus)	1,663.8	1,671.1	2,700.0	3,297.9

INTRODUCTION

PRIORITIES

PROGRAMS

REPORTING

## Community Facilities

City Presentation - David Burns

Program

Group Manager

### Links to Strategic Plan

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

### Activities and Priorities

Neighbourhood Facilities Management	2009-2010	2010-2011	2011-2012	2012-2013
Manage neighbourhood facilities using adopted policies, agreements and guidelines to ensure consistent management practices	○	○	○	○
Finalise the review of the Neighbourhood Facility Management service	▲			
<b><i>Implement prioritised actions from the review of the Neighbourhood Facility Management service</i></b>		▲	▲	▲
Cemeteries	2009-2010	2010-2011	2011-2012	2012-2013
Manage and maintain Council's cemeteries	○	○	○	○
Develop and implement a long term management plan for the Penrith Cemeteries	▲	▲	▲	▲
Review and contemporise the existing Penrith Council managed Cemeteries Masterplans and Conservation Management Plan	▲	▲		
<i>Commence Implementation of priorities actions from reviewed Masterplans</i>	▲	▲	▲	▲
<i>Develop and implement enhancement and long term maintenance plans for Penrith Council managed cemeteries</i>	▲	▲	▲	▲
Liaise with bereaved members of the public and funeral industry representatives	○	○	○	○
Preserve and conserve the heritage elements of cemeteries in the Penrith LGA	○	○	○	○
Investigate options for the long term conservation, maintenance and management of heritage cemeteries in the Penrith LGA	▲	▲		
<i>Implement action plans to conserve, manage and maintain heritage cemeteries including development of partnerships with others where appropriate</i>			▲	▲

### Indicators

- All operational cemeteries have their sustainability maximised to meet the needs of Penrith's communities
- All neighbourhood facilities are regularly assessed to establish appropriateness for contemporary community needs
- All agreed management structures for neighbourhood facilities are progressively assessed and supported to meet the requirements of the Neighbourhood Facilities Management Policy
- More than 90% of program activities are completed each year

Program Budget	2009-2010	2010-2011	2011-2012	2012-2013
operating expenditure	1,927.7	1,827.2	1,967.9	2,010.8
capital expenditure	612.8	39.0	122.3	122.3
revenue	(1,559.6)	(907.1)	(1,068.5)	(1,068.6)
net cost / (surplus)	980.9	959.1	1,021.7	1,064.5

○ Ongoing Activity

▲ Activity or Task

**Bold** Priority

*Italics* Not fully funded

## Community Information and Events

Program

Information and Customer Relations - Brian Steffen

Group Manager

### Links to Strategic Plan

Objectives	Community Outcomes	Council's Strategic Responses
We demonstrate leadership, foster resilience and tenacity, and encourage innovation	1. A Regional City that provides our jobs, education, services and entertainment	1.1 Demonstrate our leadership, and encourage innovation 1.2 Share aspirations and work together to grow Penrith as a Regional City
We play an active role in our communities	23. A City with opportunities to engage, participate and connect	23.1 Enhance community strengths and capacity by supporting collaborative networks and partnerships

### Activities and Priorities

City Partnerships	2009-2010	2010-2011	2011-2012	2012-2013
Build on our partnerships and alliances to achieve shared aspirations for the region's future	○	○	○	○
Implement a program of reciprocal activity with the City's international relations	▲	▲	▲	▲
Implement a program of reciprocal activity with Lachlan Shire	▲	▲	▲	▲
Customer Service	2009-2010	2010-2011	2011-2012	2012-2013
Provide a high level of customer service and information on Council's services through 'single point' direct and telephone contact	○	○	○	○
Review the Customer Service Charter and implement improvements where appropriate and take a leadership role in enhancing customer service culture		▲		
Develop a customer service feedback system		▲	▲	
Identify customer service enhancements during the implementation of the new website		▲	▲	
Marketing	2009-2010	2010-2011	2011-2012	2012-2013
Promote and market the City through campaigns that build on its strengths, natural environment and identity	○	○	○	○
<b>Review and refresh the brand and marketing plan for the City, which build on its strengths, natural environment and identity</b>			▲	▲
Attract major events to the City	▲	▲	▲	▲
Develop a guide to inform the community of Council services		▲		
Develop a brief to retain a marketing specialist to conduct market research and review the City's branding and image	▲			
<i>Retain a marketing specialist to conduct market research and review the City's branding and image</i>			▲	
<i>Implement the outcomes of the marketing specialist's research and review of the City's branding and image</i>				▲
<i>Develop and support community festivals and activities on and around the Nepean River that celebrate and protect its health and environment</i>	○	○	○	○
Conduct a community festival around the Nepean River to celebrate the 100th anniversary of the Penrith Weir	▲			
<i>Establish a regular community festival around the Nepean River</i>			▲	▲
Attract visitors to the City, to enhance opportunities for sharing cultural understanding, experiences and knowledge	○	○	○	○
Attract visitors to the City through a marketing program	▲	▲	▲	▲
<i>Provide an information service for visitors to the City</i>	○	○	○	○
Promote Council's regional leadership role and strengths, and its services	○	○	○	○
Conduct a program of civic and community events that showcase the City and Council	▲	▲	▲	▲

## Activities and Priorities continued

Communications	2009-2010	2010-2011	2011-2012	2012-2013
Ensure the community is engaged and informed about Council's services and positions, and are aware of the benefits Council provides to the community. Manage issues which impact upon Council, and communicate Council's key messages consistently and effectively.	○	○	○	○
<b>Create a new Council website to improve communications, and information on Council Services</b>		▲	▲	
Undertake a review of Council's external communications		▲	▲	
Develop a corporate communications policy		▲	▲	

## Indicators

- Council's initiatives are recognised through awards, and participation with other leading organisations
- More people know who to contact for representation and information
- More local residents are recognised by, and involved in, civic and community events
- More than 90% of program activities are completed each year

Program Budget	2009-2010	2010-2011	2011-2012	2012-2013
operating expenditure	4,025.7	4,233.3	4,157.5	4,263.8
capital expenditure				
revenue	(334.5)	(366.8)	(349.6)	(354.6)
net cost / (surplus)	3,691.2	3,866.5	3,807.9	3,909.2

## Community Wellbeing

Program

People and Places - Roger Nethercote

Group Manager

### Links to Strategic Plan

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

### Activities and Priorities

Community and Cultural Development	2009-2010	2010-2011	2011-2012	2012-2013
Monitor the impact of State and Federal Government social policies and seek to influence through a strong advocacy role	○	○	○	○
Develop effective responses to the social impacts of growth, redevelopment and change	○	○	○	○
<b><i>Advance the planning for a Regional Community Services Facility in the Penrith City Centre</i></b>	▲	▲	▲	▲
Implementation of the Penrith Inclusion Plan – People with a Disability	▲	▲	▲	▲
Implementation of the Women's Services Sector Advocacy Strategy	▲	▲	▲	▲
Coordinate the implementation of the Penrith Planning for an Ageing Community Strategy		▲	▲	▲
Resource and implement social and cultural programs that contribute to community wellbeing	○	○	○	○
Facilitate activities that contribute to a vibrant City and community strengths	○	○	○	○
Engage with a broad range of community partners, including other levels of government to foster community strengths and build community capacity	○	○	○	○
<b>Engage in strategic partnerships to facilitate and support the planning and delivery of social infrastructure, programs and services</b>	▲	▲	▲	▲
Facilitate and resource community service networks to support social cohesion	○	○	○	○
Continue to partner with key cultural organisations to support cultural development, place-making and creative enterprise	○	○	○	○
Implementation of the Penrith City Cultural Framework and Action Plan	▲	▲	▲	▲
Deliver activation programs for key public places in the Penrith City Centre			▲	▲
<b>Complete the St Marys Corner Community and Cultural Precinct</b>	▲			
Together with community partners, activate the St Marys Corner Community and Cultural Precinct		▲	▲	▲
Liaise with Aboriginal partner organisations and residents to develop initiatives that contribute to community strength	○	○	○	○
<b>Lemongrove Retirement Village</b>	2009-2010	2010-2011	2011-2012	2012-2013
Manage and maintain the Lemongrove Gardens Retirement Village	○	○	○	○

## Activities and Priorities continued

Neighbourhood Renewal	2009-2010	2010-2011	2011-2012	2012-2013
<b>Engage the community in developing Neighbourhood Action Plans in priority identified established areas of the City</b>	○	○	○	○
Continue to develop Neighbourhood Action Plans in identified priority areas	▲	▲	▲	▲
<i>Implement Neighbourhood Action Plans in identified priority established areas of the City</i>	▲	▲	▲	▲

### Indicators

- More cultural activities are organised in the City's public places, including St Marys Corner
- More local residents are involved in developing Neighbourhood Action Plans
- More than 90% of program activities are completed each year

Program Budget	2009-2010	2010-2011	2011-2012	2012-2013
operating expenditure	5,995.5	5,873.7	6,021.2	6,155.7
capital expenditure	6,166.9	65.0	87.4	87.4
revenue	(8,586.1)	(2,816.7)	(2,331.9)	(2,331.9)
net cost / (surplus)	3,576.3	3,122.0	3,776.7	3,911.2

INTRODUCTION

PRIORITIES

PROGRAMS

REPORTING

## Corporate Finance

Finance - Vicki O'Kelly

Program

Group Manager

### Links to Strategic Plan

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

### Activities and Priorities

Financial Services	2009-2010	2010-2011	2011-2012	2012-2013
Maintain long term financial sustainability by providing key financial information and advice to Council's decision makers	○	○	○	○
<b>Lobby government for financial assistance to redress the current infrastructure backlog and provide funding for key regional projects</b>	▲	▲	▲	▲
<b>Pursue alternative funding options to deliver Council services and facilities, including consideration of a Special Rate Variation, following community consultation and engagement</b>		▲		
Oversee all of Council's financial obligations	○	○	○	○
Pursue and respond to grant funding opportunities	○	○	○	○
Manage Council's light vehicle fleet to optimise financial, environmental and workforce outcomes	○	○	○	○
Operational Planning	2009-2010	2010-2011	2011-2012	2012-2013
Manage Council's annual Operational Plan and regularly review organisational performance	○	○	○	○
Regularly review and benchmark the capacity of Council's services and programs to deliver community needs and priorities	○	○	○	○
Report on the implementation of Service Review recommendations		▲		
Investigate and review opportunities to incorporate emerging best practice into Council's services	○	○	○	○
Research and report on new approaches to team-based performance management and productivity incentive systems and its applicability to Council		▲		
Conduct an Information Communications Technology (ICT) productivity assessment on the organisation identifying tangible improvements for the organisation		▲		
Purchasing & Supply	2009-2010	2010-2011	2011-2012	2012-2013
Oversee and manage Council's purchasing, supply, contract and tendering policies and procedures	○	○	○	○

INTRODUCTION

PRIORITIES

PROGRAMS

REPORTING

## Activities and Priorities continued

Property Development & Management	2009-2010	2010-2011	2011-2012	2012-2013
Manage Council's property portfolio, in accordance with statutory requirements, to contribute to the expansion of Council's revenue base	○	○	○	○
Support Council's long term goals for the City's future by managing Council's property portfolio through strategic disposal and acquisitions	○	○	○	○
Investigate feasibility of a new Community Service building in the Penrith CBD		▲		
Progress the formalities required to secure settlement of the sale of Cranebrook Shopping Centre by December 2010		▲		
Develop a strategy for possible redevelopment or sale of Council owned land in Penrith and St Marys CBD's by December 2010		▲		
Progress the joint venture arrangement with Delfin Lend Lease for the subdivision and sale of land in the Dunheved Industrial Estate, in agreed timeframes	▲	▲		
Determine the future design and development concept for the former Penrith Council Chambers	▲	▲	▲	
Progress the community consultations, rezoning and reclassification of identified surplus open space lands in conjunction with the second stage of the LEP prior to sale of the properties to provide upgraded recreational facilities	▲	▲	▲	▲
Risk Management & Insurances	2009-2010	2010-2011	2011-2012	2012-2013
Develop and sustain an enterprise risk management culture within the organisation	○	○	○	○
Provide risk management and assurance advice	▲	▲	▲	▲
Incorporate an Enterprise Risk management template in the project management guidelines		▲	▲	▲
Complete a risk management of all services		▲	▲	▲
Review and implement improvements to Enterprise Risk Management reports and reporting to the Audit Committee		▲	▲	▲
Manage insurance and claims to reduce risk and contain premium increases	○	○	○	○

### Indicators

- Unrestricted current ratio (excluding internal loans) not less than 1.25 to 1
- Outstanding rates less than 4.5% of rates, charges and fees (excluding pensioners)
- Council's commercial properties provide a positive financial return
- More than 90% of program activities are completed each year

Program Budget	2009-2010	2010-2011	2011-2012	2012-2013
operating expenditure	13,016.5	13,078.7	18,267.7	18,669.5
capital expenditure	5,509.2	5,052.2	30,159.5	37,668.7
revenue	(99,779.4)	(99,506.4)	(129,035.2)	(140,569.3)
net cost / (surplus)	(81,253.8)	(81,375.5)	(80,608.0)	(84,231.1)

INTRODUCTION

PRIORITIES

PROGRAMS

REPORTING

○ Ongoing Activity

▲ Activity or Task

**Bold** Priority

*Italics* Not fully funded

**Corporate Governance**

Program

Legal and Governance - Stephen Britten

Group Manager

**Links to Strategic Plan**

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

**Activities and Priorities**

Corporate Governance	2009-2010	2010-2011	2011-2012	2012-2013
Ensure that the organisation promote ethical behaviour, risk management, transparent decision making and meet contemporary governance standards	○	○	○	○
Respond to changes in Policy and Practices as directed by the Government	▲	▲	▲	▲
Promote ethical and sustainable governance practice across Council's contractors, Controlled Entities and partners	▲	▲	▲	▲
Manage a register of organisational policies and delegations	▲	▲	▲	▲
Implement the audit program and support the Audit Committee	▲	▲	▲	▲
Council & Executive Support	2009-2010	2010-2011	2011-2012	2012-2013
Manage Council's reporting systems and meeting processes	○	○	○	○
Support the Councillors in meeting their statutory obligations and roles as community representatives	○	○	○	○
Provide a Public Officer role to support the organisation	○	○	○	○
Administer Council's new page and advertising placement	○	○	○	○
Implement the recommendations of the Advertising Working Party and Council		▲		
Legal Services	2009-2010	2010-2011	2011-2012	2012-2013
Provide Council with legal administration, conveyancing and advice services	○	○	○	○
Provide Council with litigation and advocacy services	○	○	○	○

**Indicators**

- All recorded breaches to the Code of Conduct are actioned
- More than 95% of Audit Committee recommendations are implemented within agreed timeframes
- More than 90% of program activities are completed each year

Program Budget	2009-2010	2010-2011	2011-2012	2012-2013
operating expenditure	5,159.7	5,043.9	5,252.0	5,395.8
capital expenditure				
revenue	(200.6)	14.0	(3.1)	2.0
net cost / (surplus)	4,959.1	5,057.9	5,248.9	5,397.8

INTRODUCTION

PRIORITIES

PROGRAMS

REPORTING

## Corporate Support

Information and Customer Relations - Brian Steffen

Program

Group Manager

### Links to Strategic Plan

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

### Activities and Priorities

Information technology	2009-2010	2010-2011	2011-2012	2012-2013
Provide technology and support to improve the organisation's effectiveness and efficiency	○	○	○	○
<i>Investigate and implement, where appropriate, new technology including 'green technologies'</i>	▲	▲	▲	▲
Coordinate and manage Council's technology and systems through the Systems Experts Group and the Procedures and Systems Team	▲	▲	▲	▲
Review and update the Information Technology Strategy, and related Policies and Procedures		▲	▲	
Maintain a register of power usage and savings for all Information Technology equipment	▲	▲	▲	▲
Implement recommendations of the Information Communications Technology (ICT) Productivity Assessment		▲		
Create a technology environment to enable electronic lodgement of development applications		▲		
Mapping Information / GIS	2009-2010	2010-2011	2011-2012	2012-2013
Manage Council's mapping and geographical information to support the organisation's effectiveness, and to comply with legislation	○	○	○	○
Provide better access to Council's mapping and geographical information through Council's redeveloped website		▲	▲	▲
<i>Finalise the 3d model upgrade, and investigate opportunities for website access to the 3D model</i>		▲	▲	▲
Records Management	2009-2010	2010-2011	2011-2012	2012-2013
Manage Council's records and documents to support the organisation's effectiveness, and to comply with legislation	○	○	○	○
Train staff to use record systems	▲	▲	▲	▲
Review and comply new legislation – Government Information (Public Access Act 2009)	▲	▲	▲	▲
Comply with State Records Act	○	○	○	○
Enhance Council's transparency and accountability by providing access to Council's information	○	○	○	○
Develop a policy to manage access to electronic information		▲		
Implement a policy for access to electronic information			▲	▲
<i>Implement the Records Management System Improvement Plan</i>		▲	▲	▲
<i>Develop a suite of management reports</i>		▲		

INTRODUCTION

PRIORITIES

PROGRAMS

REPORTING

○ Ongoing Activity

▲ Activity or Task

**Bold** Priority

*Italics* Not fully funded

**Indicators**

- More than 90% of program activities are completed each year

**Program Budget**

	2009-2010	2010-2011	2011-2012	2012-2013
operating expenditure	5,062.8	5,386.6	5,265.3	5,170.5
capital expenditure	918.0	1,115.0	918.0	918.0
revenue	(6,432.3)	(6,804.1)	(6,504.0)	(6,317.4)
net cost / (surplus)	(451.5)	(302.6)	(320.7)	(228.9)

INTRODUCTION
PRIORITIES
PROGRAMS
REPORTING

### Links to Strategic Plan

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

### Activities and Priorities

Workforce & Workplace	2009-2010	2010-2011	2011-2012	2012-2013
Respond to contemporary and emerging workforce and workplace issues through strategy and policy development	○	○	○	○
Develop a Workforce Strategy and Action Plans	▲			
Implement and review the Workforce Strategy and Action Plans		▲	▲	▲
Implement a program of staff engagement and consultation	▲	▲	▲	▲
Foster, within the organisation, volunteer activities, interest groups and diverse networks	▲	▲	▲	▲
Ensure the organisation meets statutory requirements for employee relations, EEO, OH&S and injury management	○	○	○	○
Pursue opportunities to better reflect the City's population demographics in Council's workforce, and target under-represented groups	▲	▲	▲	▲
Provide human resources management services that encourage staff empowerment, creativity and innovation	○	○	○	○
Provide staff with opportunities for learning and development	○	○	○	○
Position the organisation towards a workers compensation model that provides best practice outcomes for Council	○	○	○	○
Implement the agreed workers' compensation model		▲		
Maintain the workers' compensation model to ensure optimum financial and workforce benefits			▲	▲

### Indicators

- More than 70% of the workforce are permanent
- Less than 15% of the workforce have more than 40 days of accumulated annual leave
- More than 90% of program activities are completed each year

Program Budget	2009-2010	2010-2011	2011-2012	2012-2013
operating expenditure	2,828.6	2,880.7	2,895.1	2,956.9
capital expenditure	7.5			
revenue	(117.4)	(130.5)	(87.8)	(87.8)
net cost / (surplus)	2,718.7	2,750.2	2,807.3	2,869.1

INTRODUCTION

PRIORITIES

PROGRAMS

REPORTING

## Development Applications

Program

People and Places - Roger Nethercote

Group Manager

### Links to Strategic Plan

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

### Activities and Priorities

Development Applications	2009-2010	2010-2011	2011-2012	2012-2013
Deliver high quality, sustainable development that is consistent with Council's strategic directions for the City	○	○	○	○
<b>Incorporate procedures into the development application process that provides advice on design excellence and promotes quality design</b>		▲	▲	▲
Establish an Urban Design Review Panel	▲			
Develop improved systems to foster quality outcomes through the development process and enhance customer service delivery	○	○	○	○
Review and implement new processes and procedures that responds to legislative change and customer expectations for the development service	○	○	○	○
Encourage respect for, and conservation of the City's heritage items and places	○	○	○	○
Engage key stakeholders and staff in the refinement and enhancement of the development application service in response to customer expectations	○	○	○	○
Building Approvals and Certificates	2009-2010	2010-2011	2011-2012	2012-2013
Undertake building approval and compliance functions, in accordance with statutory obligations	○	○	○	○
Enhance our level of competitiveness in the contestable service area	▲	▲	▲	▲
Respond to legislative changes by reviewing procedures and practices	▲	▲	▲	▲
Enhance customer service delivery and develop improved systems to foster quality outcomes through the development process and improved risk management	○	○	○	○

### Indicators

- More people agree that development in the City is appropriate
- More than 90% of program activities are completed each year

Program Budget	2009-2010	2010-2011	2011-2012	2012-2013
operating expenditure	5,190.4	5,634.2	5,439.8	5,586.0
capital expenditure				
revenue	(2,391.2)	(2,366.3)	(2,436.2)	(2,436.2)
net cost / (surplus)	2,799.2	3,267.9	3,003.6	3,149.8

## Environmental and Health Management

Program

People and Places - Roger Nethercote

Group Manager

### Links to Strategic Plan

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

### Activities and Priorities

Environmental Health	2009-2010	2010-2011	2011-2012	2012-2013
Contribute to the health and well being of the City's communities through a range of health protection, education and regulatory programs	○	○	○	○
<b>Finalise the Penrith Health Strategy to assist in achieving long term health benefits for the City's communities</b>	▲	▲		
<i>Implement the Penrith Health Strategy</i>		▲	▲	▲
Contribute to the management, protection and enhancement of the natural environment through advocacy, monitoring, education and regulatory programs	○	○	○	○
<b>Lobby for funding to improve catchment and biodiversity health</b>	▲	▲	▲	▲
Improve local waterways through a stormwater and catchment assessment and rehabilitation program	▲	▲	▲	▲
Facilitate the implementation of Council's Biodiversity Strategy	▲	▲	▲	▲
Deliver a range of environmental education programs for the City's communities	▲	▲	▲	▲
Respond to legislative reform and implement assessment, audit and regulatory programs	○	○	○	○
Implement the Rural Lands Strategy	○	○	○	○
<b>Support local food production and sustainable agriculture</b>	▲	▲	▲	▲
<b>Research and promote viable rural activities and new agri-businesses</b>	▲	▲	▲	▲

### Indicators

- Increase in the type and number 'healthy water' indicator species
- Increase in the number of private landowners interested in protecting biodiversity
- Increase in the number of local food producers selling locally
- No overall loss in the number of primary producers
- More people are aware of how to lead a healthy lifestyle
- More than 90% of program activities are completed each year

Program Budget	2009-2010	2010-2011	2011-2012	2012-2013
operating expenditure	3,456.1	2,681.1	2,547.8	2,231.7
capital expenditure	468.2	417.1	300.2	1,651.2
revenue	(392.7)	391.5	1212.3	291.3
net cost / (surplus)	3,531.6	3,489.7	4,060.3	4,174.2

○ Ongoing Activity

▲ Activity or Task

**Bold** Priority

*Italics* Not fully funded

INTRODUCTION

PRIORITIES

PROGRAMS

REPORTING

**Links to Strategic Plan**

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

**Activities and Priorities**

Libraries	2009-2010	2010-2011	2011-2012	2012-2013
Deliver quality Library Services that respond to the community's need for information and leisure	○	○	○	○
Improve access to library resources, events and programs	▲	▲	▲	▲
Develop community and Council partnerships to promote library services	▲	▲	▲	▲
Enhance library services, to respond to changing community needs and preferences	○	○	○	○
Evaluate and review current library management system		▲	▲	
Review and determine a preferred service delivery model	▲			
<i>Implement the preferred Library service delivery model</i>		▲	▲	▲
Research, evaluate and implement as required, technological solutions to enhance library services	▲	▲	▲	▲
Preserve and record local community and historical information	○	○	○	○
Complete and publish the 'History of Penrith' Volume 2	▲	▲		
Provide access to local area images and information	○	○	○	○

**Indicators**

- More people use the City's libraries and services each year
- More than 90% of program activities are completed each year

Program Budget	2009-2010	2010-2011	2011-2012	2012-2013
operating expenditure	5,883.0	6,320.9	6,026.8	6,084.7
capital expenditure	1,045.8	876.4	720.8	720.8
revenue	(1,910.9)	(1,718.3)	(1,385.6)	(1,313.5)
net cost / (surplus)	5,017.9	5,479.0	5,362.0	5,492.0

INTRODUCTION

PRIORITIES

PROGRAMS

REPORTING

## Major Infrastructure Projects and Design

Program

City Infrastructure - Wayne Mitchell

Group Manager

### Links to Strategic Plan

Objectives	Community Outcomes	Council's Strategic Responses
Our physical infrastructure is adaptable, and responds to changing needs	16. A City with an integrated local road and pathways network	16.2 Implement effective traffic and parking responses

### Activities and Priorities

Design & Project Management	2009-2010	2010-2011	2011-2012	2012-2013
Provide designs and plans for Council's parks, buildings, roads and drains, using sustainability principles	○	○	○	○
Develop sustainability criteria for Council's buildings	▲			
Incorporate sustainability design principles in Council's parks, buildings, road and drains	▲	▲	▲	▲
Construct Council's major infrastructure projects	○	○	○	○
<b>Build a decked commuter carpark at Penrith Station</b>		▲	▲	
<b>Investigate a new decked carpark in the Penrith City Centre</b>		▲	▲	▲
Implement the recommendations of the Project Management service review and audit.		▲		
Provide advice on the design of developer constructed parks, buildings, road and drains	○	○	○	○
Enhance the City's landscape character	○	○	○	○
<i>Implement identified actions from Council's adopted Landscape Strategy</i>	▲	▲	▲	▲

### Indicators

- More than 90% of program activities are completed each year

Program Budget	2009-2010	2010-2011	2011-2012	2012-2013
operating expenditure	6,157.1	1,174.3	1,310.3	1,361.4
capital expenditure	3,439.5	4,346.5		
revenue	(8,331.9)	(4,346.5)	7.6	7.6
net cost / (surplus)	1,264.7	1,174.3	1,317.9	1,369.0

INTRODUCTION

PRIORITIES

PROGRAMS

REPORTING

○ Ongoing Activity

▲ Activity or Task

**Bold** Priority

*Italics* Not fully funded

## Parks

Program

City Presentation - David Burns

Group Manager

### Links to Strategic Plan

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

### Activities and Priorities

Bushland Management	2009-2010	2010-2011	2011-2012	2012-2013
<b>Encourage community involvement in bushland management</b>	○	○	○	○
Raise awareness through targeted community events such as Open Day and National Tree Planting Day, and education programs	▲	▲	▲	▲
Manage Council owned natural and bushland areas	○	○	○	○
Apply for grants and explore other funding opportunities	▲	▲	▲	▲
Review current Plans of Management, including resourcing requirements		▲		
<i>Implement revised Plans of Management</i>			▲	▲
City Parks	2009-2010	2010-2011	2011-2012	2012-2013
Manage and maintain sports grounds, parks and open space to meet community needs	○	○	○	○
Conduct regular audits of parks and open space assets	▲	▲	▲	▲
Improve water efficiency whilst maintaining sports grounds, parks and open space to community expectations	▲	▲	▲	▲
Implement a Parks and Open Space Maintenance Strategy that maintains those assets to agreed standards fit for their contemporary purpose	▲	▲	▲	▲
<b><i>Implement the ten-year Parks Asset Renewal Program</i></b>	▲	▲	▲	▲
Control the risk of bushfires commencing in, and escaping from, Council Reserves and land under Councils control in identified Bush Fire Prone Land	○	○	○	○
Identify high risk sites	▲			
Develop Strategy for high risk site in relation to bushfire management		▲		
<i>Implement Strategy</i>			▲	▲

### Indicators

- More than 90% of program activities are completed each year

Program Budget	2009-2010	2010-2011	2011-2012	2012-2013
operating expenditure	11,978.0	11,840.4	12,570.6	12,749.9
capital expenditure	684.8	277.8	137.0	137.0
revenue	(2,073.1)	(1,129.4)	(1,308.5)	(1,056.7)
net cost / (surplus)	10,589.7	10,988.8	11,399.1	11,830.2

### Links to Strategic Plan

Objectives	Community Outcomes	Council's Strategic Responses
We demonstrate leadership, foster resilience and tenacity, and encourage innovation	1. A Regional City that provides our jobs, education, services and entertainment	1.1 Demonstrate our leadership, and encourage innovation 1.2 Share aspirations and work together to grow Penrith as a Regional City
We plan responsibly for now and the future	3. A Council that plans responsibly for a sustainable future	3.1 Build our City's future on the principles of sustainability
We have access to what we need	6. A City with a strong local economy and access to jobs 8. A City with lifestyle and housing choice in our neighbourhoods	6.1 Facilitate a diverse economy, sustainable businesses and secure employment base 8.1 Encourage housing that provides choice, achieves design excellence, and meets community needs
We have a say in our future	9. A Council that speaks out for Penrith and our region	9.1 Advocate for the employment, transport, and infrastructure to ensure the region is sustainable
We encourage sustainable production and technologies	14. A City with viable agriculture and rural activities that provides fresh local food	14.1 Protect the landscape values and productive capacity of the City's rural lands
Our physical infrastructure is adaptable, and responds to changing needs	15. A City with interconnected, safe public transport 16. A City with an integrated local road and pathways network	15.1 Lobby State and Federal Government to ensure the City has an effective public transport network 16.1 Provide a safe, efficient local road network 16.3 Improve the City's footpath and cycleway network

INTRODUCTION
PRIORITIES
PROGRAMS
REPORTING

### Activities and Priorities

Regional Planning & Advocacy	2009-2010	2010-2011	2011-2012	2012-2013
Build on our City partnerships and alliances to achieve shared aspirations for the region's future	○	○	○	○
<b>Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth</b>	○	○	○	○
Secure State Government commitment to develop and implement a subregional structure plan for the delivery of key regional infrastructure for Western Sydney	▲	▲		
Work with the National Growth Areas Alliance and other organisations to secure infrastructure funding	▲	▲	▲	▲
<b>Support the Penrith Business Alliance to encourage investment and job creation, including opportunities for business hubs and sustainable businesses to locate and grow in Penrith</b>	▲	▲	▲	▲
Lobby for State and Federal Government jobs to be located in the City	▲	▲	▲	▲
Lobby for better access to training and education opportunities		▲	▲	▲
<b>Lobby for improved train services</b> , including quadruplicating the Western Rail line, separate freight rail lines, and improved bus / rail interchanges	▲	▲	▲	▲
<b>Lobby for improved bus services</b> , including more and prioritised buses, and shuttle bus services in the City's Centres	▲	▲	▲	▲
<b>Lobby for better local and regional road connections</b> , including the Jane Street extension, Erskine Park Arterial (Lenore Drive), Werrington Arterial, and links to the Growth Centres	▲	▲	▲	▲

## Activities and Priorities continued

City Planning		2009-2010	2010-2011	2011-2012	2012-2013
	Provide an accurate and timely planning information service	○	○	○	○
	Plan for Penrith's future as a sustainable City through a policy framework of strategies and actions	○	○	○	○
	<b>Complete the Urban Study and Urban Strategy, to provide a diversity of housing, including retirement lifestyle opportunities</b>	▲	▲		
	Deliver Council's adopted strategies through a contemporary statutory framework	○	○	○	○
	<b>Gazette Penrith Local Environmental Plan 2012 and adopt Penrith Development Control Plan 2012</b>		▲	▲	▲
	Develop 'sustainability excellence' provisions for sustainable and adaptable buildings in the Penrith Development Control Plan 2012		▲	▲	▲
	<b>Confirm, with the State Government, the City's agreed urban and rural boundaries, and reflect those boundaries in Penrith Local Environmental Plan 2012</b>		▲	▲	▲
	Prepare development contributions plans and planning agreements that ensures all new development is planned with an adequate level of services and facilities	○	○	○	○
	Complete the review of all of Council's adopted Contributions Plans in accordance with the Ministerial Direction, and explore options to consolidate Council's exiting plans	▲	▲	▲	▲
Place Management (this is an emerging service, which is not yet separately defined)		2009-2010	2010-2011	2011-2012	2012-2013
	Implement Council's adopted Penrith City Centre Strategy, St Marys Town Centre Strategy, and Employment Planning Strategy, through place management	○	○	○	○
	<b>Finalise and implement Public Domain Plans for Penrith City Centre and St Marys Town Centre</b>	▲	▲	▲	▲
	<b>Investigate options for a new shared pathway across Victoria Bridge</b>	▲	▲		
	<b>Implement public domain improvements in Dunheved Business Park to help attract investment and new businesses</b>	▲	▲	▲	▲
	Facilitate the implementation of the City's new urban areas	▲	▲	▲	▲

## Indicators

- Council responds to key government policies within specified consultation timeframes
- More than 90% of program activities are completed each year

Program Budget		2009-2010	2010-2011	2011-2012	2012-2013
	operating expenditure	4,305.0	4,092.4	4,491.3	3,620.8
	capital expenditure			350.2	373.2
	revenue	(1,294.5)	(1,482.2)	(1,287.7)	(855.5)
	net cost / (surplus)	3,010.5	2,610.2	3,553.8	3,138.5

### Links to Strategic Plan

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

### Activities and Priorities

Community Safety	2009-2010	2010-2011	2011-2012	2012-2013
Maintain a Community Safety Plan with others that minimises opportunity for crime in the City of Penrith	○	○	○	○
Implement Council's 2007 – 2011 Penrith Valley Community Safety Plan for the City with stakeholders	▲	▲		
Develop the 2011 – 2014 Penrith Valley Community Safety Plan for the City with relevant stakeholders			▲	▲
<i>Implement the 2011 – 2014 Penrith Valley Community Safety Plan for the City with relevant stakeholders</i>			▲	▲
Public Domain Maintenance	2009-2010	2010-2011	2011-2012	2012-2013
Improve levels of public safety and amenity across the City through a program of improvement plans and ongoing enhanced public space maintenance plans using 'Crime Prevention Through Environmental Design' principles	○	○	○	○
Implement recurrent annual public domain maintenance programs	▲	▲	▲	▲
<i>Review current service delivery to determine the required level of service to meet community needs, and capacity</i>	▲			
Develop a strategy to expand public domain maintenance programs to provide the level of service that meets community needs		▲		
<b>Provide enhanced level of service to high profile areas, and address the emerging issue of litter, in the City</b>		▲	▲	▲
<b>Implement the ten-year Public Amenity Replacement Program</b>		▲	▲	▲
<i>Prepare and implement precinct Plans of Management to enhance and sustain the amenity of identified public spaces</i>	▲	▲	▲	▲
Enhance the presentation and amenity of State and Federal Government property and infrastructure visible from public areas	○	○	○	○
Consult with government authorities to establish agreements concerning the presentation and maintenance of their property and infrastructure that is visible from public areas	▲	▲	▲	▲

### Indicators

- Recommendations from Community Safety Assessments / Audits are prioritised for implementation through a range of available funding opportunities / programs
- Regular engagement with Police Local Area Commands about community safety programs and issues is maintained
- More than 90% of program activities are completed each year

Program Budget	2009-2010	2010-2011	2011-2012	2012-2013
operating expenditure	13,342.6	18,458.4	9,522.5	9,811.2
capital expenditure	1,191.5	801.4	1,114.7	1,122.0
revenue	(5,832.4)	(11,710.6)	(1,467.7)	(1,467.7)
net cost / (surplus)	8,701.7	7,549.2	9,169.5	9,465.5

## Roads, Footpaths and Buildings

Program

City Infrastructure - Wayne Mitchell

Group Manager

### Links to Strategic Plan

Objectives	Community Outcomes	Council's Strategic Responses
Our physical infrastructure is adaptable, and responds to changing needs	16. A City with an integrated local road and pathways network	16.1 Provide a safe, efficient local road network
	17. A City with infrastructure that responds to community needs	16.3 Improve the City's footpath and cycleway network 17.1 Provide well-maintained community buildings

### Activities and Priorities

Building Maintenance & Construction	2009-2010	2010-2011	2011-2012	2012-2013
Manage the construction, renewal and maintenance of Council's buildings and facilities	○	○	○	○
<b><i>Implement the ten-year Building Asset Renewal Program</i></b>	▲	▲	▲	▲
Implement the recommendations of the Asset Management Improvement Plan, including the development of detailed plans for each asset class		▲	▲	▲
Civil Construction & Maintenance	2009-2010	2010-2011	2011-2012	2012-2013
Construct, manage and maintain Council's roads, drains and paths	○	○	○	○
<b>Implement Council's Shared Path and Cycleway Network</b>	▲	▲	▲	▲
Implement the footpath 'missing links' program	▲	▲	▲	▲
Implement annual traffic facility and black spot programs	▲	▲	▲	▲
Fleet & Plant Maintenance	2009-2010	2010-2011	2011-2012	2012-2013
Maintain Council's fleet, plant and equipment through optimising life-cycle costs	○	○	○	○
Develop a database on E10 usage, and replace vehicles with E10 compatibility	▲			

### Indicators

- Length of shared pathways constructed each year
- Number of bus shelters constructed each year
- All buildings are designed, constructed and maintained to achieve sustainable operational and lifecycle costs
- All roads are designed, constructed and maintained to achieve sustainable operational and lifecycle costs
- More than 90% of program activities are completed each year

Program Budget	2009-2010	2010-2011	2011-2012	2012-2013
operating expenditure	32,811.7	32,686.2	28,925.1	29,474.0
capital expenditure	13,835.3	13,787.8	10,977.3	11,003.2
revenue	(25,968.0)	(25,718.6)	(22,124.5)	(21,781.5)
net cost / (surplus)	20,679.0	20,755.4	17,777.9	18,695.7

## Sport and Recreation

City Presentation - David Burns

Program

Group Manager

### Links to Strategic Plan

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

### Activities and Priorities

Recreation & Leisure Facilities Management	2009-2010	2010-2011	2011-2012	2012-2013
Develop, facilitate and implement sport and recreation programs and services	○	○	○	○
Progress a project with NSW Rowing for the development of the Weir Reserve Boatshed proposal	▲			
Develop an Action Plan that maximises community interest and encourages participation in sport, recreation and leisure activities that promote a healthy lifestyle	▲			
Implement the Active Penrith Action Plan		▲	▲	▲
Make it easier and more affordable for people of all ages to be physically active and involved in their communities	▲	▲	▲	▲
Contribute to the development and sustainability of local recreation/sports clubs	▲	▲	▲	▲
Provide facilities that meet community needs	○	○	○	○
Implement the Local Open Space Action Plan and the District Open Space Developer Contributions Plan as funds are available	▲	▲	▲	▲
Manage and operate sports and recreation facilities through best value operation and management models	○	○	○	○
Ensure the effective and efficient provision and use of sports and recreation facilities, and that the facilities meet statutory and community standards	▲			
Implement Sports Ground Management Strategy		▲	▲	▲
Implement the recommendations of the Leisure Facilities Management Options Appraisal		▲		

### Indicators

- All recreation facilities are assessed for contemporary needs
- More than 90% of program activities are completed each year

Program Budget	2009-2010	2010-2011	2011-2012	2012-2013
operating expenditure	10,180.6	9,392.7	9,280.2	9,464.2
capital expenditure	2,377.0	826.8	653.3	698.9
revenue	(9,972.5)	(7,651.4)	(8,293.4)	(8,292.7)
net cost / (surplus)	2,585.1	2,568.1	1,640.1	1,870.4

○ Ongoing Activity

▲ Activity or Task

**Bold** Priority

*Italics* Not fully funded

## Strategic Planning

Leadership - Ruth Goldsmith

Program

Group Manager

### Links to Strategic Plan

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

### Activities and Priorities

Strategic Planning	2009-2010	2010-2011	2011-2012	2012-2013
Coordinate and manage Council's strategic planning processes	○	○	○	○
Develop a new strategic planning and reporting framework that complies with the Integrated Planning and Reporting legislation	▲	▲	▲	▲
Implement the Strategic Planning and reporting framework	▲	▲	▲	▲
Ensure alignment with the community and the organisational priorities by monitoring the implementation of Council's Strategic Plan, Delivery Program, and Resource Strategy, and contributing to regular reviews of the organisation's financial and resource capacity	▲	▲	▲	▲
Prepare a Resource Strategy, that includes a long term Financial Plan, an Asset Management Plan and a Workforce Plan	▲			
Coordinate Council's community engagement program and processes	○	○	○	○
Prepare a Community Engagement Strategy to guide consultation on the new Strategic Plan	▲			
<b>Prepare and implement a Community Engagement Strategy that ensures regular discussion with our communities and stakeholders about their needs and aspirations for the City</b>		▲	▲	▲
Coordinate Council's strategic research program within an integrated organisational policy framework	○	○	○	○
Consolidate Council's adopted strategies, relating to the City's people and places, into a new City Planning Strategy	▲	▲	▲	
Develop and coordinate a streamlined policy framework in the organisation			▲	▲

### Indicators

- Council pursues the commitment of our key partners in contributing to Strategic Plan outcomes
- Regular and continuing opportunities for community engagement are provided
- More than 90% of program activities are completed each year

Program Budget	2009-2010	2010-2011	2011-2012	2012-2013
operating expenditure	196.7	278.1	203.0	207.5
capital expenditure				
revenue				
net cost / (surplus)	196.7	278.1	203.0	207.5

## Sustainability

Program

Leadership - Ruth Goldsmith

Group Manager

### Links to Strategic Plan

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

### Activities and Priorities

Sustainability Planning	2009-2010	2010-2011	2011-2012	2012-2013
<b>Research the impacts of climate change on the region, and develop plans to respond</b>	○	○	○	○
Conduct a climate change risk assessment to identify adaptation responses	▲			
<b>Develop a Climate Change Strategy, encompassing both mitigation and adaptation</b>		▲		
Facilitate the implementation of the adopted Climate Change Strategy, with our regional partners			▲	▲
<b>Mainstream sustainability in the organisation by engaging with staff and implementing programs</b>	○	○	○	○
Review Council's Sustainable Penrith Action Plan			▲	
Deliver a corporate sustainability awareness and training program		▲	▲	▲
Develop and implement sustainability criteria for new and existing Council facilities	▲	▲	▲	▲
Implement a framework of data collection, management and reporting on key sustainability indicators and measures	○	○	○	○
<b>Investigate approaches to measuring the City's and Council's ecological footprints</b>		▲	▲	
Develop and implement a coordinated program of resource management for the organisation	○	○	○	○
Implement the Water Savings Action Plan	▲	▲	▲	▲
Implement the Energy Savings Action Plan	▲	▲	▲	▲
Develop and implement a Green Events Policy for all Council's events	▲	▲	▲	▲
Investigate the feasibility of a range of renewable energy generation technologies, and their potential for application at Council facilities	▲			
Investigate opportunities to improve public lighting management		▲	▲	▲
Develop and implement a coordinated program of sustainability education activities	○	○	○	○

### Indicators

- Initiatives to reduce energy and water consumption, and greenhouse gas emissions
- More than 90% of program activities are completed each year

Program Budget	2009-2010	2010-2011	2011-2012	2012-2013
operating expenditure	673.9	750.6	702.6	202.1
capital expenditure				
revenue	(383.0)	(392.9)	(383.0)	
net cost / (surplus)	290.9	357.7	319.6	202.1

INTRODUCTION

PRIORITIES

PROGRAMS

REPORTING

## Traffic, Parking and Drainage

Program

City Infrastructure - Wayne Mitchell

Group Manager

### Links to Strategic Plan

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

### Activities and Priorities

Development Engineering	2009-2010	2010-2011	2011-2012	2012-2013
Deliver a certification, compliance and advice service for engineering works	○	○	○	○
Floodplain and Drainage Engineering	2009-2010	2010-2011	2011-2012	2012-2013
Provide a floodplain management framework to inform land use policy in the City	○	○	○	○
Complete the Nepean River and South Creek flood studies, and revise Council's Flood Policy	▲	▲	▲	
Develop a policy for overland flow for rural areas	▲			
<b>Complete the Penrith City Centre and St Marys Town Centre flood studies, and develop a works and mitigation program</b>	▲	▲	▲	
Seek funding to undertake detailed flood studies in identified priority catchments		▲	▲	▲
Provide technical advice on floodplain issues within the City	○	○	○	○
Traffic Management, Parking & Road Safety	2009-2010	2010-2011	2011-2012	2012-2013
Provide technical advice on traffic issues, and plan for the delivery of traffic, footpath, bicycle and bus shelter facilities	○	○	○	○
Manage the safety, efficiency and effectiveness of the local road network to meet the mobility needs of the City	○	○	○	○
<b>Develop Access and Parking Plans for the Penrith City Centre and St Marys Town Centre</b>	▲	▲		
Review Council's Shared Path and Cycleway Network	▲	▲	▲	▲
Undertake road safety programs and initiatives	○	○	○	○
Provide strategic planning and advice on all modes of transport services and facilities in the City	○	○	○	○
Lobby for resolution of key transport issues, and participate in the development and implementation of Council's Advocacy Program	▲	▲	▲	▲
Undertake a feasibility study for a shuttle bus service in the Penrith City Centre	▲	▲		
Develop a Workplace Travel Plan for the organisation	▲	▲		

### Indicators

- More people use public transport each year
- More than 90% of program activities are completed each year

Program Budget	2009-2010	2010-2011	2011-2012	2012-2013
operating expenditure	2,314.5	2,164.3	1,852.1	1,909.9
capital expenditure	1,837.4	218.2	70.0	70.0
revenue	(2,515.1)	(620.0)	(222.5)	(222.5)
net cost / (surplus)	1,636.8	1,762.5	1,699.6	1,757.4

## Waste Management and Community Protection

Program

City Presentation - David Burns

Group Manager

### Links to Strategic Plan

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

### Activities and Priorities

Emergency Services Management	2009-2010	2010-2011	2011-2012	2012-2013
Prepare, review and contribute to comprehensive emergency management plans, in collaboration with others, for the City and its communities	○	○	○	○
Review the local Disaster Plan in collaboration with Emergency Services providers	▲			
Provide support to emergency services, and assist with responses, during significant emergencies in the City	▲	▲	▲	▲
Provide support to State emergency agencies, including the NSW Rural Fire Service (RFS), State Emergency Service (SES) and NSW Fire Brigade	○	○	○	○
Provide administrative support to the RFS and SES, and manage the distribution of funding contributions to the NSW Fire Brigade	▲	▲	▲	▲
<i>Manage the RFS and SES buildings, and ensure volunteers are provided with contemporary equipment</i>	○	○	○	○
Conduct a condition audit of Rural Fire Services and State Emergency Services infrastructure, and prepare improvement plans and funding models	▲	▲		
<i>Implement infrastructure improvement plans for Rural Fire Services and State Emergency Services</i>		▲	▲	▲
Regulatory Control	2009-2010	2010-2011	2011-2012	2012-2013
Regulate on-street and designated parking areas, protect public lands and community property/facilities, and enforce regulatory compliance issues	○	○	○	○
Waste Management	2009-2010	2010-2011	2011-2012	2012-2013
Implement waste collection services, including the organics collection and composting service, to achieve a reduction in domestic waste to landfill, and obtain high resource recovery	○	○	○	○
Provide for sustainable resource management through strategic research, benchmarking and implementation of programs	▲	▲	▲	▲
Investigate options for the collection of medical waste, e-waste and foam packaging		▲		
Review and consider enhancements to the waste services currently delivered to both the rural and multi unit development		▲		
Review waste disposal and resource recovery initiatives in the commercial and industrial sectors within the Council's area		▲		
Review waste disposal and resource initiatives in public places within the Penrith LGA		▲		
Provide community information and education programs about sustainable resource management	○	○	○	○

### Indicators

- More than 58% of domestic waste diverted from landfill each year (with a target of 66% by 2014)
- More than 90% of program activities are completed each year

Program Budget	2009-2010	2010-2011	2011-2012	2012-2013
operating expenditure	22,387.1	24,186.8	21,967.3	22,114.2
capital expenditure	600.6	472.8	600.6	600.6
revenue	(19,176.2)	(20,689.1)	(18,721.5)	(18,647.9)
net cost / (surplus)	3,811.5	3,970.5	3,846.4	4,066.9

INTRODUCTION

PRIORITIES

PROGRAMS

REPORTING

## How will we measure our success?

Council adopted *Penrith's Principles for a Sustainable City* (below) to help guide our thinking, decision making, systems and processes as we work towards the long term sustainability of the City. Council developed *Objectives* for each of the principles, and a comprehensive set of sustainability indicators that provides a transparent approach to reporting, and establishes a baseline from which we can track our progress.

The City indicators, which were developed by Council about the City and our communities, are focused around *Penrith's Principles for a Sustainable City*. The Council indicators are drawn from the internationally recognised Global Reporting Initiative (GRI). The sustainability indicators are outlined each year in Council's Annual Report, providing our communities with a snapshot of its progress towards an environmentally, socially and economically sustainable City and organisation.

As Council has framed the new Community Strategic Plan, Delivery Program, Operational Plan and Annual Report around the *Penrith's Principles for a Sustainable City*, the existing sustainability indicators are now informed by more detailed measures of performance and outcome in the Delivery Program (program indicators) and Operational Plan (key performance indicators).

INTRODUCTION

PRIORITIES

PROGRAMS

REPORTING

	Measuring Outcomes	Measuring Performance
<b>Strategic Plan</b>		
Themes Principles and Objectives Community Outcomes (City and Council)	strategic indicators <i>progress towards achieving Community Outcomes</i>	
	↑	
	<b>Annual Report</b>	
	City and Council Indicators	
<b>Delivery Program</b>		
Priorities and Programs	program indicators <i>contributing to outcomes</i>	program indicators <i>delivery of program activities</i>
	↑	↑
	←	
<b>Operational Plan</b>		
Services		service indicators (KPIs) <i>completion or delivery of tasks</i>
<b>Reporting</b>	<b>6 &amp; 12 Months, 4 Yearly</b>	<b>3, 6, 9 &amp; 12 Months</b>

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

INTRODUCTION
PRIORITIES
PROGRAMS
REPORTING



INTRODUCTION  
PRIORITIES  
PROGRAMS  
REPORTING

strategic indicators	<p>We demonstrate leadership, foster resilience and tenacity, and encourage innovation</p>	<p>We plan responsibly for now and the future</p>	<p>We demonstrate accountability, transparency and ethical conduct</p>			
	<p>The City and Council are recognised as leading and innovative</p>	<p>Council's plans and strategies respond effectively to the City's future needs</p>	<p>Council maintains a strong financial position</p>	<p>Council is recognised as a leading asset manager</p>	<p>Council is recognised as a leading employer</p>	<p>Council is recognised as an accountable, transparent and ethical organisation</p>
annual report		<p>Increase in the proportion of dwellings are within walking distance of services and facilities (PA) PC2</p>	<p>Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments (F) GRI – EC1</p> <p>Financial implications and other risks and opportunities for the organisation's activities due to climate change (S) GRI – EC2</p> <p>Total number of incidents of discrimination and actions taken (W) GRI – HR4</p>			
		<p>Increase in the variety of housing types are available (PA) PC14</p>	<p>Total number of incidents of violations involving rights of indigenous people and actions taken (G) GRI – HR9</p> <p>Total workforce by employment type, employment contract, and region (W) GRI – LA1</p> <p>Total number and rate of employee turnover by age group, gender and region (W) GRI – LA2</p> <p>Percentage of total workforce represented in formal joint management – worker health and safety committees that monitor health and advise on occupational health and safety programs (W) GRI – LA6</p> <p>Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region (W) GRI – LA7</p> <p>Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing their career endings (W) GRI – LA11</p> <p>Percentage of employees receiving regular performance and career development reviews (W) GRI – LA12</p> <p>Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity (W) GRI – LA13</p> <p>Ratio of basic salary of men to women by employee category (W) GRI – LA 14</p> <p>Practices related to customer satisfaction, including results of surveys measuring customer satisfaction (F) GRI – PR5</p> <p>Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data (G) GRI – PR8</p> <p>Percentage and total number of business units analysed for risks related to corruption (G) GRI – SO2</p> <p>Actions taken in response to incidents of corruption (G) GRI – SO4</p> <p>Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations (G) GRI – SO8</p>			
program indicators	<p>Council's initiatives are recognised through awards, and participation with other leading organisations (CIE)</p>	<p>Council pursues the commitment of our key partners in contributing to Strategic Plan outcomes (SP)</p>	<p>Council's unrestricted current ratio (excluding internal loans) is not less than 1.25 to 1 (F)</p> <p>Outstanding rates less than 4.5% of rates, charges and fees (excluding pensioners) (F)</p>	<p>Council's commercial properties provide a positive financial return (F)</p>	<p>More than 70% of the workforce are permanent (W)</p> <p>Less than 15% of the workforce have more than 40 days of accumulated annual leave (W)</p>	<p>All recorded breaches to the Code of Conduct are actioned (G)</p> <p>More than 95% of Audit Committee recommendations are implemented within agreed timeframes (G)</p>

objectives	We have access to what we need		We have a say in our future	
strategic indicators	More residents have jobs in the region	More people are satisfied with Council's provision of services	More people are satisfied that Council is advocating effectively for the City and its communities	More people are satisfied with their opportunities to participate
annual report	<p>Increase in the variety of jobs and business opportunities that are available (PA) PC3</p> <p>Increase in the proportion of local residents working locally (PA) PC5</p> <p>Increase in the proportion of residents attending educational facilities (CW) PC25</p>	<p>Increase in the proportion of residents who are satisfied with their level of access to services, information and facilities (F) PC1</p>	<p>Decrease in the number of households experiencing housing stress (CW) PC4</p> <p>Public policy positions and participation in public policy development and lobbying (PA) GRI – SO5</p>	<p>Increase in the proportion of residents who are satisfied that they have opportunities to participate in planning for the City's future (SP, PA) PC22</p>
program indicators	More people use the City's libraries and services each year (L)	More families use Council's children's services each year (CS)	Council responds to key government policies within specified consultation timeframes (PA)	<p>Regular and continuing opportunities for community engagement are provided (SP)</p> <p>More people know who to contact for representation and information (CIE)</p>



INTRODUCTION

PRIORITIES

PROGRAMS

REPORTING

objectives	Our natural habitats are healthy		We use our resources wisely, and take responsibility for our levels of consumption		We encourage sustainable production and technologies
strategic indicators	The health of the Nepean River is improving	There is no overall loss in the City's biodiversity network	The City's ecological footprint is smaller	Council's ecological footprint is smaller	There is an increase in sustainable agricultural activities
annual report	<p>Increase in the proportion of river and creeks that are healthy (EHM) PC6</p> <p>Increase in the proportion of residents who are satisfied that the river and creeks are healthy (EHM) PC7</p> <p>Total number and volume of significant spills (RFB) GRI – EN23</p>	<p>Increase in the area and value of viable biodiversity-rich habitats that form part of the City's 'green web' (EHM) PC9</p> <p>Habitats protected or restored (P) GRI – EN13</p>	<p>Decrease in the number of days each year where air pollution levels exceed the relevant standards (EHM) PC8</p> <p>Reduction in water and energy consumption per person (S) PC12</p> <p>Increased percentage of domestic waste diverted from landfill (WMCP) PC13</p>	<p>Materials that are recycled input materials (RFB) GRI – EN2</p> <p>Direct energy consumption by primary energy source (S) GRI – EN3</p> <p>Percentage and total volume of water recycled and reused (S) GRI – EN10</p> <p>Total direct and indirect greenhouse gas emissions by weight (S) GRI – EN16</p> <p>Other relevant indirect greenhouse gas emissions by weight (S) GRI – EN17</p> <p>Initiatives to reduce greenhouse gas emissions and reductions achieved (S) GRI – EN18</p> <p>Total weight of waste by type and disposal method (WMCP) GRI – EN22</p> <p>Materials used by weight or volume (S) GRI – EN1</p> <p>Total water withdrawal by source (S) GRI – EN8</p>	<p>Increase in the City's sustainable agricultural activities (EHM) PC28</p>
program indicators	Increase in the type and number 'healthy water' indicator species (EHM)	Increase in the number of private landowners interested in protecting biodiversity (EHM)	More than 58% of domestic waste diverted from landfill each year (with a target of 66% by 2014) (WMCP)	Initiatives to reduce energy and water consumption, and greenhouse gas emissions (S)	<p>Increase in the number of local food producers selling locally (EHM)</p> <p>No overall loss in the number of primary producers (EHM)</p> <p>Area of land zoned rural in the City (PA)</p>

objectives	Our physical infrastructure is adaptable, and responds to changing needs		Our public spaces encourage safe and healthy communities	
strategic indicators	More people are satisfied with access in and around the City	More people are satisfied with the City's infrastructure	More people are satisfied that the City's public spaces and parks are easy to access, safe and well-maintained	More people are satisfied with the City's community and recreation facilities and programs
annual report	<p><i>Increase in the proportion of residents who walk, cycle or use public transport to get to school or work (TPD) PC11</i></p> <p><i>More people are walking and cycling in and around the City</i></p>	Increase in the proportion of residents who are satisfied with Council's provision of infrastructure (RFB) PC 29	Increased proportion of residents who feel safe in their community (PSCS) PC15	<p>Increased proportion of residents participating in sporting and recreational activities (SR) PC18</p> <p>Increased usage of community facilities (CF) PC17</p>
program indicators	<p>More people use public transport each year (TPD)</p> <p>Length of shared pathways constructed each year (RFB)</p> <p>Number of bus shelters constructed each year (RFB)</p>	<p>All buildings are designed, constructed and maintained to achieve sustainable operational and lifecycle costs (RFB)</p> <p>All roads are designed, constructed and maintained to achieve sustainable operational and lifecycle costs (RFB)</p>	<p>Recommendations from Community Safety Assessments / Audits are prioritised for implementation through a range of available funding opportunities / programs (PSCS)</p> <p>Regular engagement with Police Local Area Commands about community safety programs and issues is maintained (PSCS)</p>	<p>All operational cemeteries have their sustainability maximised to meet the needs of Penrith's communities (CF)</p> <p>All neighbourhood facilities are regularly assessed to establish appropriateness for contemporary community needs (CF)</p> <p>All agreed management structures for neighbourhood facilities are progressively assessed and supported to meet the requirements of the Neighbourhood Facilities Management Policy (CF)</p> <p>All recreation facilities are assessed for contemporary needs (SR)</p>



INTRODUCTION
PRIORITIES
PROGRAMS
REPORTING

objectives	We build on our strengths, value our heritage, celebrate our cultural diversity and foster creativity			We play an active role in our communities
strategic indicators	More people feel that cultural diversity and creativity is valued and celebrated	More people feel that the health and well being of our communities is encouraged	More people feel that new development respects our identity and enhances our City	More people are active in their neighbourhoods
annual report	Increased proportion of residents participate in cultural activities and events (CW) PC20	Increased proportion of residents leading a healthy lifestyle (EHM) PC16	Increased proportion of residents who value the City's natural settings, rural landscapes, and built heritage (PA) PC19	Proportion of residents who are active in community organisations (CW) PC23
program indicators	More cultural activities are organised in the City's public places, including St Marys Corner (CW)	More people are aware of how to lead a healthy lifestyle (EHM)	More people agree that development in the City is appropriate (DA)	More local residents are involved in developing Neighbourhood Action Plans (CW)  More local residents are recognised by, and involved in, civic and community events (CIE)

# Accessing information on Council Plans, Programs, Strategies and Studies

Annual Report (Council's Corporate Annual Report)	Available on Council's Website: <a href="http://www.penrithcity.nsw.gov.au">www.penrithcity.nsw.gov.au</a>
Asset Management Strategy	Information available on request
AREAS (Asset Renewal and Established Areas Strategy)	Information available in this Management Plan and on request
Biodiversity Conservation Strategy	Council's Website
Catchment Management Strategy	Being developed - information available on request
Children's Services Centre-based and mobile services	Council's Website
City Centres' Review / City Centres' Strategies	Council's Website
Community Participation Policy	Council's Website
Investment Policy	Council's Website
Disability Action Plan	Council's Website
Energy Savings Action Plan	Council's Website
Enhanced Environmental Program (EEP)	Summarised in Management Plan; further details on Council's Website
Family Links Project	Information available on request
Local Air Quality Strategy (Draft)	Will be available on Council's website when finalised.
Integrated Transport and Landuse Strategy	Being developed - information on Council's website
On-site Sewer Management (OSSM) Strategy	Council's Website
Open Space Action Plan [DRAFT]	Council's Website
Penrith Displan (Disaster Management Plan)	Information available on request
Penrith Local Plan & DCP	DCP available on Council's Website. Local Plan is under development.
Penrith Valley Community Safety Plan	Council's Website
Penrith Valley Road Safety Strategy	Council's Website
PLAN Strategy	Council's Website
Public Domain Maintenance Program	Information available on request
Residential Strategy	Information available on request
Rural Lands Strategy	Council's Website
Salinity Management Strategy (Draft)	Information available on request
SoE (State of the Environment) Report	Council's Website
State Government's Waste Avoidance and Resource Recovery Strategy	NSW Dept of Environment & Climate Change <a href="http://www.environment.nsw.gov.au">www.environment.nsw.gov.au</a>
Strategic Plan	Council's Website
Sustainability Street	Council's Website
Sustainable Penrith Action Plan	Council's Website
Sustainable Penrith Education Program	Council's Website
Urban Growth Study	Council's Website
Waste Strategy	Information available on request
Water Savings Action Plan	Council's Website

# Explanatory Notes: General

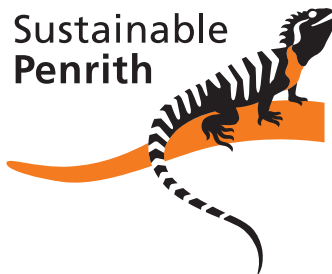
# DRAFT

The following definitions are provided as a guide only and do not provide all the information necessary for an exact legal meaning.

ABL	Australian Business Limited.
ADI	Australian Defence Industries Ltd (former owner of lands at St Marys now owned by Delfin Lend Lease).
AREAS	Asset Renewal and Established Areas Strategy.
BEC	Penrith City & District Business Advisory Centre Limited, trading as Penrith Valley Business Enterprise Centre.
Capital Works Program	Council's adopted program for the provision of capital projects.
Catchment Management Plan	A plan identifying policies, strategies and actions to maintain a creek or river catchment.
DA	Development Application.
EEO	Equal Employment Opportunity.
EPEA	Erskine Park Employment Area.
GIS	Geographical Information System (computerised mapping).
Inclusion Support Agency	Federally funded project to build staff capacity in Federally funded centres across Penrith, Blue Mountains and Hawkesbury Local Government areas.
Infrastructure	City assets such as roads and drains but excluding equipment.
IT Incubator	A high technology business development centre.
LEP	Local Environmental Plan.
LGA	Local Government Area.
LG Act	NSW Local Government Act.
OH&S	Occupational Health and Safety.
Operational Plan	The annual program and budget to implement Council's Community Strategic Plan for the City, fulfilling the requirements of the Local Government Act.
RFS	NSW Rural Fire Service.
SES	State Emergency Service of NSW.

# Explanatory Notes: Programs

Children's Services	CS
Community Facilities	CF
Community Information and Events	CIE
Community Wellbeing	CW
Corporate Finance	F
Corporate Governance	G
Corporate Support	CoS
Corporate Workforce	W
Development Applications	DA
Environmental and Health Management	EHM
Libraries	L
Major Infrastructure Projects and Design	MIPD
Parks	P
Planning and Advocacy	PA
Public Spaces and Community Safety	PSCS
Roads, Footpaths and Buildings	RFB
Sport and Recreation	SR
Strategic Planning	SP
Sustainability	S
Traffic, Parking and Drainage	TPD
Waste Management and Community Protection	WMCP



**Penrith City Council**

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## Interpreting Assistance

If you do not understand the information in this document please come in to the Council and ask staff to arrange interpreter services.

FILIPINO	Kung hindi ninyo nauunawaan ang impormasyon sa dokumentong ito pumunta lamang sa Konseho at magtanong ng pagsasaayos ng serbisyong pagsasalang - wika.
TURKISH	Bu belgedeki bilgileri anlayamıyorsanız lütfen Belediye'ye gelin ve görevlilerden size bir tercüman sağlamalarını isteyin.
MALTESE	Jekk ma tifhimx it-tagħrif f'dan id-dokument jekk jogħġbok ejja l-Kunsill u itlob l-istaff biex jorganizzaw servizzi ta' interpretu.
SPANISH	Si no comprende la información que éste documento contiene, le rogamos venga al Concejo y pida al personal que organice los servicios de un intérprete.
CROATIAN	Ukoliko su vam informacije u ovom dokumentu nejasne, dodite u Council (Vijeće) i zamolite osoblje da vam organizira pomoć tumača.
HINDI	इस लेख्य में दी गई सूचना अगर आपको समझ में न आये तो काउंसिल में आकर कर्मचारियों से दुभाषिये की सुविधा के लिये पूछिये ।
ITALIAN	Chi non comprenda le informazioni contenute in questo documento è pregato di venire al Municipio e chiedere al personale di procurare un interprete.
GREEK	Αν δεν καταλαβαίνετε τις πληροφορίες που περιέχονται σ' αυτό το έγγραφο παρακαλείστε να έρθετε στη Δημαρχία και να ζητήσετε από το προσωπικό να σας φέρει διερμηνέα.
ARABIC	إذا كنت لا تفهم المعلومات الواردة في هذا المستند إحضّر الى المجلس واطلب من الموظفين إيجاد خدمات الترجمة الشفوية .
CHINESE	如果你不明白本文中的資料，請前往市政府並請那兒的工作人員為你安排傳譯服務。

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