



PENRITH

2017

COMMUNITY PLAN

PENRITH
CITY COUNCIL



Our 10 year plan to work
with our partners and
improve the wellbeing
of our community.

penrithcity.nsw.gov.au

STRATEGIC PLANNING FRAMEWORK

All local councils across the state are required to plan and report in line with the NSW Office of Local Government's Integrated Planning and Reporting Framework. This "recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for education and employment, and reliable infrastructure. The difference lies in how each community responds to these needs. It also recognises that council plans and policies should not exist in isolation - that they are inter-connected. This framework allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future."

The following Penrith Council documents are freely available on our website and in hard copy on request.

Community Strategic Plan

Our *Community Plan* is a 'big picture' plan based around the seven Outcomes our community has told us will improve Penrith as a place to live, work and visit. These are long term goals and Council cannot deliver them alone – we need to work with state and federal government, businesses, other organisations and our community to achieve these Outcomes together. Our Community Plan not only sets out where we want to be, but also where we are now and how we'll know we're on the right track.



Delivery Program and Operational Plan

Our *Delivery Program*, which incorporates our Operational Plan, sets out Council's role in delivering the Outcomes over the four years from 2017-21. It's our commitment to our community, and includes the services, activities and projects we will deliver, our annual budget, our detailed works programs and how we will measure our performance to ensure we're delivering the right services the best way we can.



Community Engagement Strategy

This document identifies the various stakeholders in our City's future and sets out how Council plans to engage with each of these groups to develop and review our *Community Strategic Plan*.



Resourcing Strategy

We cannot deliver the services the community needs without properly managing our people, our assets and our money. The *Resourcing Strategy* looks at the key risks and opportunities we're likely to face over the next 10 years, and how they may impact our long term financial sustainability. It looks at how we will use our resources and what we need to do to ensure our assets and our workforce are best placed to deliver on our commitments over the next four years.



WELCOME

This document, the Penrith Community Plan, is the community's plan for the City's future. It outlines what you, our community, have told us you want to see in the City as it grows over the next 20 or so years. The community's vision is one of a sustainable and prosperous Regional City with a harmony of urban and rural qualities.

The Community Plan has been developed through extensive engagement (surveys, listening posts, activities, meetings and forums) with residents, young people, children, seniors, culturally and linguistically diverse communities, people with disability, Aboriginal communities, business, community and non-government organisations and our key partners who have an interest in the future of the City.

As the 'big picture' plan for the City, the Community Plan identifies some outcomes that are beyond Council's responsibilities. There are some issues (such as affordable housing or better public transport) on which Council can advocate, inform and influence but they are not within Council's direct control. The Community Plan recognises that others in our community (individuals, businesses, governments and agencies) contribute to future outcomes for the City, and that we need to work together to ensure that, as we grow, we continue to deliver the things that matter to our community.

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.

A MESSAGE FROM YOUR COUNCILLORS

We are pleased to present this Penrith *Community Strategic Plan*. It outlines what our community would like to see happen in our City now, and in the future. It sets out steps that need to be taken and who has a role to play in achieving our goals.

Council has prepared this plan over the past 12 months on behalf of the Penrith community, through extensive consultation and engagement with a diverse range of people and groups. It reflects what you told us are the top priorities for Penrith – including more local jobs; better transport and access around the City; safe and vibrant centres and neighbourhoods, and a healthy environment. It also reflects your expectations of strong Council leadership and smart, responsible management of assets and resources.

We have a wonderful City, with a unique lifestyle and environment - a dynamic regional City with the space, the people and the vision to make things happen. We share a strong community spirit and our diversity is one of many strengths we will continue to build on.

There are exciting times ahead for our growing Regional City, the heart of the New West, but we also face many challenges to ensure enough of the right jobs, services, facilities and infrastructure are provided in time to meet the needs of a growing population.

We are proud to lead the way towards this shared vision for Penrith. We look forward to working with our community and other partners to deliver the future our community wants. Council will continue our ongoing commitment to community engagement and will keep you up to date with regular reports on our progress.

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PENRITH AT A GLANCE

POPULATION: 200,000

POP. BY 2031: 260,000

AREA: 404km²

55KM WEST OF
SYDNEY'S CBD

1.3 million
ANNUAL VISITORS

64,830

DWELLINGS



19%

of dwellings
medium or high density

47.8HA

of City Centre land
owned by Council

80%

Rural and Rural-Residential

3%

of our population
identify as Aboriginal
or Torres Strait Islander



56%

of Penrith's
workforce are
local residents

Median
resident
age 34

29%

RESIDENTS
AGED UNDER 20



22,000 74,000
Registered Cats & Dogs

5

TOP LANGUAGES SPOKEN

ENGLISH, ARABIC,
FILIPINO/TAGALOG,
ITALIAN & MALTESE

12,412

Local Businesses

Median
resident
age 34

29%

RESIDENTS
AGED UNDER
20



6 INTERNATIONAL
PARTNERSHIPS

38.5%

COUPLES WITH
CHILDREN



1.6%
OF NSW

\$7.79 billion

GROSS REGIONAL PRODUCT

KEY FEATURES



3 ELECTORAL WARDS
15 Councillors (5 per ward)

36
SUBURBS
PROCLAIMED
A CITY IN 1959



21
Council
owned buildings
with **solar power**



**COUNCIL-RUN
CHILDCARE
FACILITIES**

Approx.
4000
children enrolled in
childcare centres



105
**SPORTING
FACILITIES**

Approx.
32000
people use Council's
sportsgrounds each
weekend for
organised sport



800
**RETAIL FOOD
PREMISES**

544
**PLAYGROUNDS
& PARKS**

» 142 playgrounds
» 402 Parks



» 47 primary schools
» 21 high schools
» 3 special support schools

616KM
OF DRAINAGE PIPELINE

8000HA
**OF LAND
ZONED NATURE
RESERVES AND
NATIONAL PARKS**



2076
residential street
lights upgraded
to LED as part of
the "Light Years
Ahead" Project



6
LIBRARIES



1062KM
**OF SEALED
ROAD PAVEMENT**



162
carparks

WHAT RISKS AND OPPORTUNITIES DO WE FACE?

Our world is changing rapidly and we must be ready to respond to new opportunities and new challenges. All around the world, governments and businesses must respond to changes in climate, economics, technology and social issues. The World Economic Forum has prepared a Global Risk Report every year since 2006. The report discusses the likelihood and possible impact of worldwide risks based on a survey of 750 experts from business, government, academia and civil society from all over the world. Although these risks are looked at in terms of global impact, many have specific relevance to Penrith.

CLIMATE

Climate risks are being recognised as ‘foreseeable, material and actionable now’ not just by scientists but also by major financial institutions and businesses. Changes in our weather are undeniable – Penrith has seen more hot days in the past two years than at any other time in our history. Extreme weather events, particularly storms, are also on the rise, with ‘extreme weather’ identified as one of the top two risks most likely to occur for the past three years.

A changing climate presents physical risks to our assets, particularly extreme weather events like storms and bushfires. Although insurance will cover direct costs, there is the more general cost to our community when roads, buildings or sports fields are damaged or unsafe to use. Climate change can also change the assets the community needs – splash pads are now very popular with our residents as a way to cool down in the heat and Council is looking to build more to satisfy a demand that didn’t exist three years ago.

The impact of climate change is now being reflected through changes in law and government policy, as well as in economic markets and technology. Council has committed to a number of actions to understand and then reduce our impact on climate change, both as an organisation and as a City. We will also look to reduce the impact of extreme heat on our City, particularly in vulnerable areas, and will consider climate change when reviewing our operational and strategic risks.

ECONOMIC

Economic risks affect both our income and our expenditure. Rising costs of electricity and petrol are out of our control but have a significant impact on the cost of delivering our services. Similarly, the speed of development and rate peg increases

are dependent on the property market and on the NSW Independent Pricing and Regulatory Tribunal (IPART), so although we can forecast expected income we can’t control it. Decisions made by the State Government about the services we deliver can also affect how we spend our money.

We can minimise these risks through careful and responsible financial planning, using conservative forecasting and making sure that we have enough in reserves to cover unexpected costs. Council’s long term financial plan is reviewed every year, with our expected income and expenditure updated after careful consideration of existing and likely financial trends and policy decisions.

TECHNOLOGICAL

The speed of technological change presents both a challenge and an opportunity - how do we embrace new technology fast enough to enjoy the benefits, but slow enough to properly understand and address the risks, and not leave members of the community and our staff behind?

Technological change is not just creating new types of jobs and destroying old ones, but it’s also impacting the way we work. People are more connected to their workplace than ever before, and there is a growing expectation that ‘nine to five’ no longer applies. People are both working from home, sending and responding to emails and messages at all times of the day and on weekends; and ‘homing from work’ – using the internet to do a range of personal tasks during work hours. Maintaining a balance between work and personal time is becoming an issue all employers must address.

Technological changes also affect how we engage with our community. The days of relying on mail and newspaper ads are gone. Council now updates our website and social media daily,



and sends emails and SMS reminders to let our community know what we are doing. We must also, however, keep up with more traditional ways of communicating, as these still suit some members of our community best.

Although technology provides many opportunities to improve our performance and customer service, it also presents challenges. The infrastructure that supports it is vulnerable to the same physical risks as other infrastructure, particularly from extreme storm events. There is also the risk of cyber-attacks and viruses which are uniquely technologically based. The more dependent we become on technology to deliver our services, the more vulnerable we are to this type of threat.

SOCIAL

Rapid changes of attitudes around gender, sexual orientation, race, multiculturalism, environmental protection and human rights has left many people feeling left behind in their own countries. This is creating social and political division, as different people within one community may have very different views and may not always be willing or able to discuss them peacefully. This creates a challenge in itself, but conflict within our communities can also make responding to other challenges difficult.

Expectations around government's role are also changing. Issues like homelessness, physical and mental health, poverty and community resilience have traditionally not been a local government responsibility, but there is increasing pressure on Council to step in and protect the welfare of the most vulnerable people in our society. The growth

of social media, although a technological change, has created an expectation that Council will respond to issues or questions from our community within a very short timeframe, sometimes just a few hours. Both of these changes place pressure on our resources, meaning that, to respond, we must continually find better ways to deliver our more traditional services.

As an employer, Council must also meet the expectations of its employees and these too are changing. 'Millennials', born in the early to mid 1980s, may look for different opportunities, fulfilment and flexibility from their jobs than the older generations that tend to represent management. This can present challenges in attracting and keeping younger staff.

On a global scale, cooperation between countries is becoming less common. Britain's vote to exit the European Union, and the potential split of the United Kingdom as a result, is one example. Locally, we have the opportunity to challenge this trend through our Strategic Alliance with Blue Mountains City Council and Hawkesbury City Council. This alliance offers the potential to share resources and skills, and cooperation will help us address other regional challenges. The impact of extreme weather, and social issues such as health and homelessness for example do not stop at local government boundaries. The Strategic Alliance provides the opportunity to maximise the skills, knowledge and innovation of all three councils to tackle the big issues facing our communities in the coming years.

HOW CAN WE BUILD A RESILIENT CITY?

The concept of 'urban resilience' is receiving increasing attention from cities and communities around the world as they face growing challenges and pressures from urbanisation, globalisation and climate change. Addressing the risks, opportunities and challenges as these issues interact requires a shift in our thinking and planning.

Urban resilience is defined as the capacity of individuals, communities, institutions, businesses and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience. Taking early action to manage challenges and reduce impacts to individuals, the environment and the economy can offer cost savings, cost avoidance and other benefits across systems and communities. Building a resilient Penrith will not only help us address the challenges we face, but turn them into opportunities to create long term strength in our community.

As part of the *100 Resilient Cities* project, a comprehensive study has recently been completed for metropolitan Sydney to identify the key shocks and stresses the City is likely to face into the future. Most, if not all, of the shocks and stresses that have been identified for Sydney are relevant to Penrith and should be considered in our day to day decisions and longer term planning for the City.

Shocks are sudden events or short term disruptions that threaten or disrupt our day to day life and include things like bushfires and severe storms. Stresses are long term systemic disruptions that often grow over time and will have more regular impact, and include increasing demand for health services and a lack of public transport options. Shocks and stresses are not experienced in isolation and when they occur together their effect on communities is much bigger.

Metropolitan Sydney's Acute Shocks

1. Extreme weather - including heat waves, storms and bushfires
2. Failure of large financial institutions
3. Infrastructure failures such as power outages
4. Disease pandemic
5. Water crisis – including quality of supply as well as the impact of drought
6. Digital network failures
7. Cyber attack
8. Terror attack





Metropolitan Sydney's Chronic Stresses

1. Increasing chronic illness and health services demand – ageing population and lifestyle.
2. Diminishing social cohesion – potential to lead to social unrest
3. Loss of housing affordability – rental and mortgage market
4. Lack of transport diversity – inequitable access to multimodal transport options
5. Insufficient employment diversity – employment is not spread across the metropolitan area
6. Increasing geographic inequity – rising income disparity and unequal access to services and infrastructure
7. Rise in drug and alcohol abuse – social and health impacts on our communities

The complexity and connectedness of modern cities and city systems makes addressing risks and challenges more difficult. Resilience thinking provides a lens through which we can help ensure our strategies and programs are more effective at achieving resilience.

It is essential that Council is an active participant in translating these broader resilience issues, identified for all of metropolitan Sydney, to our local context. This builds on our existing commitment as an organisation to safeguard the future of our City.

Resilience thinking has the potential to enhance longer term environmental, social and economic outcomes for the Penrith community. We will work with our community, the Federal and NSW Government and other key stakeholders to adopt and integrate resilience within our activities and decision making. Building these issues into our risk management framework will also help ensure that we mitigate impact where we can.

Being resilient means looking for alternative ways to use our resources and opportunities to realise benefits for all, as well as being flexible so we can adapt our strategies as our circumstances change. Looking at the issues we face and making decisions within the context of the broader resilience framework will help us not only learn from the past, but also respond to the changing and increasingly complex environment in which we live today.

WHAT ROLE WILL THE STATE GOVERNMENT PLAY?

Many of the issues that affect our local community also affect our neighbouring councils, the broader Western Sydney region, and sometimes other areas in NSW and beyond. The State Government sets broader planning policy for the state to respond to regional and state wide issues, while the Federal Government is a key provider of major infrastructure. Council needs to work with the state and federal governments to achieve the integrated delivery of services and infrastructure for our community.

The NSW government is working to achieve 12 Premier's Priorities and 18 State Priorities to grow the economy, deliver infrastructure, protect the vulnerable, and improve health, education and public services across NSW.

The starting point is *A Plan for Growing Sydney*, the NSW Government's 20-year plan for the Sydney Metropolitan Area. This provides directions and actions to guide Sydney's productivity, environmental management, and liveability – including the delivery of housing, employment, infrastructure and open space. *A Plan for Growing Sydney* is supported by the *Long Term Transport Master Plan* and *Rebuilding NSW - State Infrastructure Strategy 2014*

A Plan for Growing Sydney divides the city into 6 Districts, with Penrith, Blue Mountains and Hawkesbury City Councils making up the West District. The Greater Sydney Commission is responsible for metropolitan planning and the District Plans – coordinating State and Local Government and providing a link between local land use plans and state wide planning and policies. The Commission's draft plan for the West District Plan sets out opportunities, priorities and actions and provides the means by which *A Plan for Growing Sydney* can be put into action in our region.





The *draft West District Plan* sets out 3 planning principles and 50 actions around productivity, liveability, sustainability and implementation. Once all six district plans are finalised, *A Plan for Growing Sydney* will be reviewed. Transport and infrastructure needs to support the plans will be assessed, leading to a new *Future Transport Strategy* and *State Infrastructure Strategy*. This is not expected to occur until late 2017 or early 2018, after this plan is adopted. If there are significant implications, Council will look to amend our plans to make sure they take account of the new direction.

In 2016 the federal Department of Prime Minister and Cabinet announced the Western Sydney City Deal as part of its Smart Cities Plan – a planning and investment partnership between federal, state and local governments to deliver jobs (100,000), housing and transport for the areas immediately around the Western Sydney Airport and the broader region. Through making the most of new and existing investments of governments, the City Deal will set out the specific investments and reforms needed to unlock business and industry development and ensure community wellbeing. By bringing together all levels of government, the private sector and the community, the City Deal will provide a coordinated investment plan for our cities, capitalizing on the unique opportunities of Western Sydney.

There are also proposed reforms to the planning legislation which will introduce a requirement

for Local Strategic Planning Statements to be prepared as part of our integrated planning and reporting processes. These will provide the narrative to how we (Council) are implementing the State Government's plans for our region and for Sydney as a whole. Again, these reforms, although on exhibition now, will not be finalised before this plan is adopted. Overall the principles behind the reforms are consistent with the Outcomes and strategies in this plan, however if changes are needed this plan will be reviewed.

The NSW Office of Local Government is also undertaking a two stage review of the Local Government Act, in response to issues raised by the Independent Local Government Review Panel and the Fit for the Future reform process. Phase 1 of the review looks at the role and guiding principles of local government; structural framework; the role of Councillors and senior staff, ethical standards; Council's strategic framework and performance reporting. The key reforms proposed will impact the preparation of the four-year Delivery Program and associated reporting, and will allow for the introduction of a performance management and reporting framework that will establish a consistent set of performance indicators for local government across NSW.

Phase 2 of the reforms will look at reducing compliance and reporting burdens on NSW local government, which should free up resources and enable us to deliver better services.

WHAT DOES OUR COMMUNITY THINK?

Council seeks innovative ways to engage our diverse community through various levels, types and tools of engagement. The right approach will depend on what feedback we're looking for, who the target audience is, the time we have available and how much impact the decision is likely to have.

In addition to engagement that is required by legislation – such as the public exhibition of certain documents, plans and development applications, Council takes a proactive approach to engaging our community across various services, offering opportunities to our residents, workers, visitors, businesses, industry and government to be informed, involved and have their say.

Some of our key engagement activities include:

- community and cultural activities
- community meetings
- Your Say online consultation portal
- local events and festivals
- listening posts
- stakeholder meetings and 'roundtables'
- public exhibitions and submissions
- web, mobile apps and social media
- community and stakeholder reference groups
- advisory panels and groups
- traineeship program
- school workshops
- Mayoral Youth Challenge
- business forums
- surveys, including a customer satisfaction survey
- face-to-face customer service including our libraries, recreation and neighbourhood centres.

As part of the engagement program for this Community Plan, we felt that it was important to confirm that the community outcomes were still relevant, and to find out what our community saw as emerging key issues. Some of this information could be gathered through ongoing engagement activities, but we also employed two targeted activities:

- The Penrith Community Panel was a panel of independently and randomly selected community members who considered the question 'What services and facilities do we need in Penrith, to what level, and how should we fund them?'
- An Online Survey was completed by more than 550 residents, visitors, government agencies and businesses between June and September 2016 to consider existing priorities and identify emerging issues.



COMMUNITY PANEL

The Penrith Community Panel was brought together in September 2015 as part of the engagement process for the Planning Our Future Special Rate Variation. The panel was run under a deliberative democracy model and coordinated independently by not-for-profit research organisation newDemocracy Foundation.

The panel was made up of 34 everyday people who were randomly selected from across our City. It was important that the panel members were representative of our residents but also were regular people with no special knowledge of Council. The panel was asked to consider the questions 'What local services and infrastructure do we need in Penrith? What should we do, to what level of quality, and how should we pay for it?'

The panel delivered its final recommendations in early 2016. The recommendations told us

what the community sees as the priorities for our City and how we can deliver the services and infrastructure Penrith needs. They reflect the panel's in-depth research and discussions, and provide a perspective on Council's role in the community that draws from a variety of backgrounds, experiences and aspirations.

Council has considered the recommendations of the panel as part of developing this Community Plan.

ONLINE SURVEY

We also conducted an extensive online survey to ask residents if our existing priorities were still important and what new issues have come up in the last four years. The following graph demonstrates what the community identified as emerging issues in the online survey. Each of these issues has been considered by Council in the development of this Community Plan.

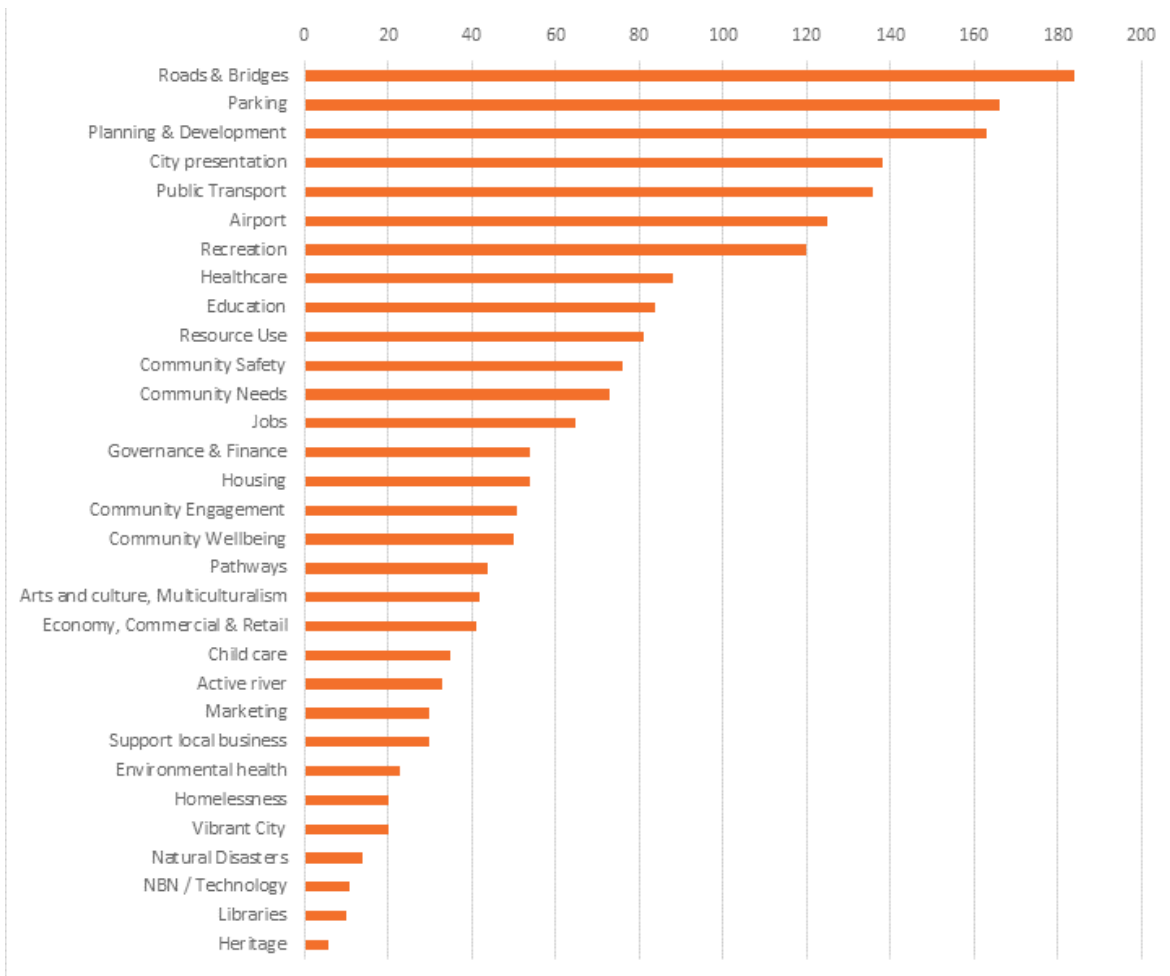


Figure 1 – Key emerging issues and number of responses.

COMMUNITY OUTCOMES

OUTCOME 1: WE CAN WORK CLOSE TO HOME

Helping our community find a local job that suits them.



OUTCOME 2: WE PLAN FOR OUR FUTURE GROWTH

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



OUTCOME 3: WE CAN GET AROUND OUR CITY

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



OUTCOME 4: WE HAVE SAFE, VIBRANT PLACES

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



OUTCOME 5: WE CARE FOR OUR ENVIRONMENT

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



OUTCOME 6: WE ARE HEALTHY, AND SHARE STRONG COMMUNITY SPIRIT

Supporting the physical and mental health of our community.



OUTCOME 7: WE HAVE CONFIDENCE IN OUR COUNCIL

Putting our values into action:

We are accountable. We show respect. We encourage innovation.







Outcome 1

WE CAN WORK CLOSE TO HOME

Our community has told us that more jobs close to home, particularly for young people, is an important priority in planning for the future. Council actively supports a strong and balanced local economy delivering local jobs, to ensure our residents have a variety of employment opportunities. We need to make our City attractive for emerging and innovative industries and build on the opportunities that already exist.

Of our 100,500 employed local residents, close to 56,400 travel to work outside the local government area. Our population is growing faster than the number of jobs available in the region, so residents will have to travel longer distances to find work. This increases travel costs and time away from home, affecting the health and wellbeing of our community.

Outcome 1 looks at how Council, together with other levels of government and our partners, can attract investment, facilitate job diversity and growth, and encourage local workforce skills and training. This will help Penrith be more resilient to changes in regional, national and international economic circumstances.

The draft Metropolitan Strategy for Sydney to 2031 aims for an additional 37,000 jobs, by 2031, in the West Sub-region. Council has a more aspirational goal for at least an additional 42,000 jobs in our City alone by 2031, to reduce the gap between our number of workers and available jobs. An additional 2,657 jobs were delivered in the City between 2011 and 2015. We can only meet our community's employment needs through collaboration between all levels of government and business.

STRATEGIES

Strategy 1.1

Attract investment to grow the economy and increase the range of businesses operating in the region

Strategy 1.2

Provide access to lifelong learning to maximise opportunities for our community

STRATEGY 1.1 – ATTRACT INVESTMENT TO GROW THE ECONOMY AND INCREASE THE RANGE OF BUSINESSES OPERATING IN THE REGION

Why is it important?

Every day over 56,000 of our local workforce travel out of Penrith City to work. This creates traffic congestion and takes people away from their families, affecting both the environment and community wellbeing. There are also members of our community for whom travel is not an option, meaning that they either cannot find work, or are forced to choose a job that doesn't offer the hours, the pay, the experience or the career they're looking for.

Growth in the economy means more jobs, and an increase in the range of business in the region means a greater variety of jobs, giving our workforce a better chance of finding the job that suits them.

What is Council going to do?

Council will continue to implement the Penrith Progression and other strategies, and work to facilitate investment opportunities within Penrith and St Marys town centres, both on our own land and on other potential development sites. The Invest in New West marketing campaign looks to drive national and international investment, attracting more businesses to the region overall, but particularly in targeted sectors. We will continue to market Penrith, and to partner with key employers and businesses in the region to increase jobs and support economic growth. We will collaborate with local, state and federal government on a Western Sydney City Deal to further invigorate economic growth in our region.

Who else is involved?

Although Council can work to facilitate growth and investment, we have little control over the final decision to invest in our region or elsewhere. Developers, business owners and investors, as well as financial institutions and other levels of government all play a major role in economic growth. Overall economic trends across the region, NSW, Australia and globally will also impact on our ability to deliver on this strategy.

STRATEGY 1.2 - PROVIDE ACCESS TO LIFELONG LEARNING TO MAXIMISE OPPORTUNITIES FOR OUR COMMUNITY

Why is it important?

As the regional economy grows and diversifies, there will be both more jobs and more types of jobs. To be successful in these changing times, our residents need to be able to constantly learn new skills and new ways of doing things.

What is Council going to do?

Council has only a small role to play in education, but we play a key part in setting our children up for a good start in life. The Penrith City Children's Services Cooperative operates long day care centres, occasional care, preschools and out of school hours care, providing high quality care, education and support for families, particularly supporting those who may be struggling with work and care who are living in vulnerable circumstances. Ongoing programs through before and after school care and study help in our Libraries continues this support as children grow.

Council also has a role to play as an employer. We have over 1000 staff and offer a wide range of services. We offer traineeships and work experience to suit almost any interest, from trades to technology, administration and engineering. These programs provide the opportunity to work while studying for a TAFE qualification, either as a pathway to further study or as the first step in their career.

Who else is involved?

Western Sydney University and the Western Sydney Institute of Technical and Further Education (WSITAFE) are key providers of tertiary education in our City, with government and independent schools catering for primary and secondary school children. Nepean Community College and University of the Third Age also provide opportunities for lifelong learning. These organisations, along with many others that offer specialised teaching services, have the greatest responsibility for education in our City. Council will continue to work with them, partnering where possible, to maximise opportunities for learners of all ages.



INTRODUCTION

WORK CLOSE
TO HOME

PLANNING FOR
FUTURE GROWTH

GETTING AROUND
OUR CITY

SAFE, VIBRANT
PLACES

OUR
ENVIRONMENT

HEALTH AND
COMMUNITY SPIRIT

OUR COUNCIL

TRACKING OUR PROGRESS

There are three key areas that will help us track our progress towards this Outcome:

- » Where we work
- » Our local industries
- » Access to childcare

WHERE WE WORK

What we will measure

- % of employed people working close to home
- employment rate

Where we are now

In 2015 the unemployment rate in Penrith City was 5.4%, slightly lower than the national average of 5.9%. Although this is positive, over half our workforce travels outside the LGA to work, and more travel time means less time for leisure, family and community activities.

Where we want to be

Increasing the number of local jobs will significantly improve community wellbeing, by reducing travel time and traffic congestion. Increasing the range of jobs available locally will give Penrith's workforce more choice and more opportunity. While many factors will influence job creation, Council will actively work to support economic growth, encourage investment and target jobs in areas that are currently underrepresented.

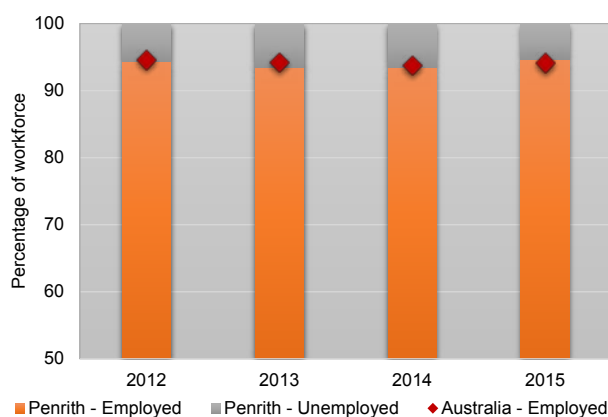


Figure 1 - Employment Rate

LOCAL INDUSTRIES

What we will measure

- % of residents satisfied that Council is supporting and encouraging local industry and jobs
- % of business across different sectors operating within our City

Where we are now

One quarter of the jobs available in Penrith are in construction, with real estate, transport and warehousing, professional and technical services and retail together providing another 35%. Increasing the range of jobs available will give our workforce more choice, and give the local economy greater protection against a downturn in any particular industry.

Where we want to be

Council will support local economic growth to increase the range of industries offering local employment opportunities. As with absolute job numbers, there are many other factors that will influence success, but Council initiatives such as the New West, Night-Time Economy Strategy, international marketing and targeted use of Council's property portfolio can contribute to the overall strength of the economy.

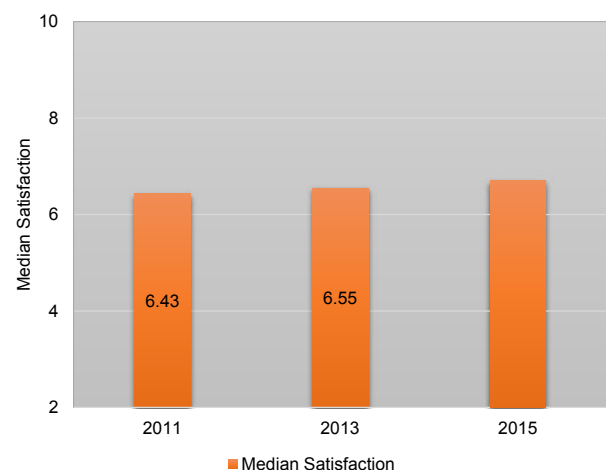


Figure 2 - Community satisfaction with Council's support of local jobs

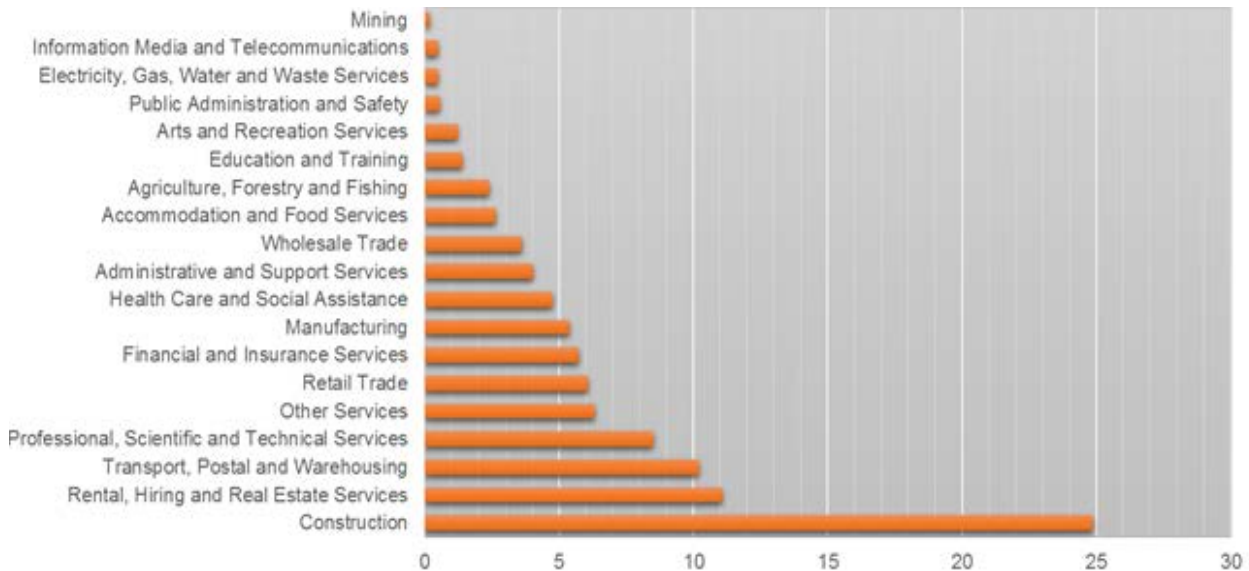


Figure 3 - Registered business by industry

CHILDCARE

What we will measure

% of caregivers who report they are able to participate in work or study due to the availability of child care

Where we are now

Parents of young children need quality, local care if they are to pursue work or study. In 2015, Council's Children's Services enrolment data showed that 82% of caregivers with children enrolled at our centres were able to participate in work or study because they were able to access child care.

Where we want to be

Council will continue to provide a range of options for quality care that meet the needs of families, including occasional care, long day care and out of school hours care. This will support families to work or study, providing opportunities to improve long term employment choices.



Outcome 2

WE PLAN FOR OUR FUTURE GROWTH

Effective management of our growth has consistently been identified as the biggest issue of concern to our community. Generally, people accept that Penrith will grow, but want to make sure the things that make Penrith special are not lost, and that services, infrastructure and facilities exist to support the growing population.

Outcome 2 recognises the desire to ensure our City's future urban growth protects our rural and natural lands, respects our heritage and provides housing that meets community needs without compromising the character and amenity of our neighbourhoods. It recognises Council's role in encouraging and regulating high quality development, and ensuring the necessary investment is made in infrastructure and services.

STRATEGIES

Strategy 2.1	Facilitate development in the City that considers the current and future needs of our community
Strategy 2.2	Protect the City's natural areas, heritage and character
Strategy 2.3	Ensure services, facilities and infrastructure meet the changing needs of our City

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

Why is it important?

Penrith is changing. Our residents are looking for different types of housing to suit different types of households. Businesses are no longer tied to an office, and how we get together as a community or relax with family and friends is also changing. We need to make sure that new homes, offices, shops, parks and other public spaces keep up with these changing needs, without forgetting what people need today.

What is Council going to do?

Council develops plans and policies that set the overall direction for development in our City. Over the next four years we must make sure we have enough land for homes, shops, offices and factories, and that as we build new areas of our City we also meet the needs of our existing communities. We must also find new ways to balance the need for timely decisions on potential development with full consideration of the possible impact, and ensure that building works comply with all the relevant standards. Finally, Council must work with the state government as it makes broader policy decisions, so that we can be confident these overarching policies deliver what we need for our community.

Who else is involved?

Our community – business owners, major employers and residents – have an important role in delivering this strategy, both through development they carry out themselves and through talking with Council. We need to understand what they're looking for and how we can help provide it. Council must also work with the developers outside our community that build housing, shops and offices, as they see trends occurring across NSW and can anticipate what we'll need in the future. The delivery of new homes and other development also relies on the investment decisions and willingness of developers to take risks. The policies set by various State Government departments sit above Council's plans, setting an overall direction for NSW that we must follow.

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

Why is it important?

As we write the next chapter in the story of Penrith, we must not lose sight of the parts of our story we have already written. Penrith has a unique natural environment, history and character that all form part of who we are and where we have come from. This needs to be preserved, even as we work to grow into the Penrith we want to be.

What is Council going to do?

Council will look to ensure the policies we use to regulate development strike a balance between letting our City grow and protecting our unique environment and history. We will continue to support the owners of local heritage items, and help landowners with significant native vegetation find ways to use their land while still protecting the environment. The potential impact of development on the broader environmental features of the area, such as the Nepean River and the rural landscapes in our north and south, will be protected through planning policies.

Who else is involved?

Policy decisions made by other levels of government will affect our ability to regulate development within our City. Landowners also have a role to play, as does the community in helping Council strike the balance between development and conservation.

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

Why is it important?

Population growth can put pressure on many of the things that are important to the everyday lives of the people who live and work in Penrith – traffic congestion, overcrowded parks and playgrounds, poor public transport or a long wait for a doctor can all have an effect on general wellbeing. Our community has told us very clearly that they know Penrith has to grow, but they have been just as clear in telling us that as Penrith grows they expect Council to do all it can to protect their access to the things they need. Although Council does not

directly provide many of these services, part of our role in managing development is to ensure that our own services, facilities and infrastructure grow with our City, and encouraging similar growth in services, facilities and infrastructure provided by others.

What is Council going to do?

As Penrith grows Council is responsible for making sure that the services, facilities and infrastructure used by our community keep up with that growth. For newer suburbs we must plan the right location for parks, sportsgrounds, community facilities; for older suburbs we may need to improve quality so that our infrastructure can be used by more people. Council will work with developers to be sure they are making a fair contribution to local infrastructure and facilities, and try to encourage service providers to cater for population growth. We will also make sure that other levels of government are aware of our community's needs as they're making decisions on services in our City.

Who else is involved?

Although Council provides many of the local services our community needs, other levels of government, especially the State, have a key role to play in providing services such as health, education, public safety and public transport which we know are an important part of making Penrith a great place to be. Community organisations and private service providers are also vital in making sure that the people who live, work and play in Penrith can access the things they need.

Council will continue to work with all the service providers in our City, from State Government to not-for-profit community organisations, to advocate for and support the delivery of the services, facilities and infrastructure our community needs.



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TRACKING OUR PROGRESS

There are two key areas that will help us track our progress towards this Outcome:

- » Where we live
- » Planning our future

WHERE WE LIVE

What we will measure

- Approvals for different styles of housing

Where we are now

The number of applications for multi-unit housing increased significantly in 2016. This shows the nature of our housing stock is beginning to change, offering greater housing choice for those who are looking for something other than a single dwelling.

Where we want to be

As our community changes we need a range of housing types to meet their needs and diverse budgets and lifestyles. Council will continue to increase the range of housing available, while maintaining the overall quality of development in Penrith.

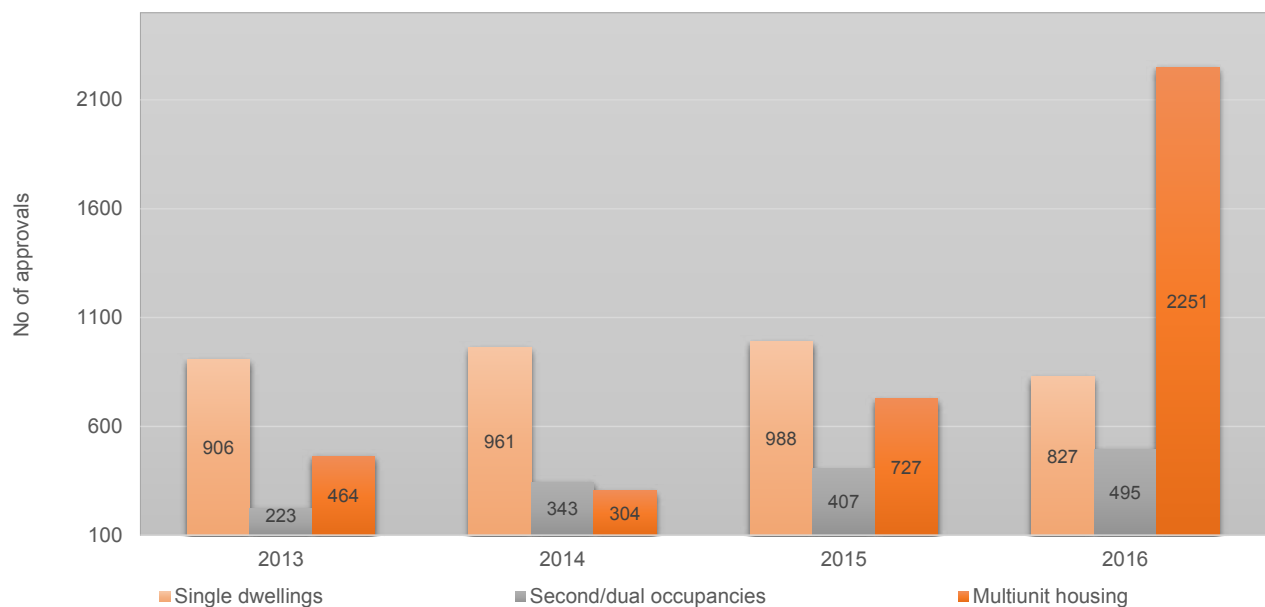


Figure 4 – Approvals for different housing types

PLANNING OUR FUTURE

What we will measure

Growth can impact on our unique identity and access to infrastructure and services. Our community survey asks questions to understand:

- how well Council is balancing the growth of our City with the need to protect the things that make Penrith special
- how well services and infrastructure are keeping up with growth, and
- how well Council is representing the needs of the community to other service providers.

Where we are now

Council is planning carefully for the future, working with partners and advocating strongly to other levels of government so that our community has the infrastructure and services we need as our City grows, without losing the things that make Penrith special.

Where we want to be

The survey shows that there is room to improve, particularly around making sure services and infrastructure keep up with growth. We will continue to work over the next four years to focus on improving the level and quality of our services and facilities.

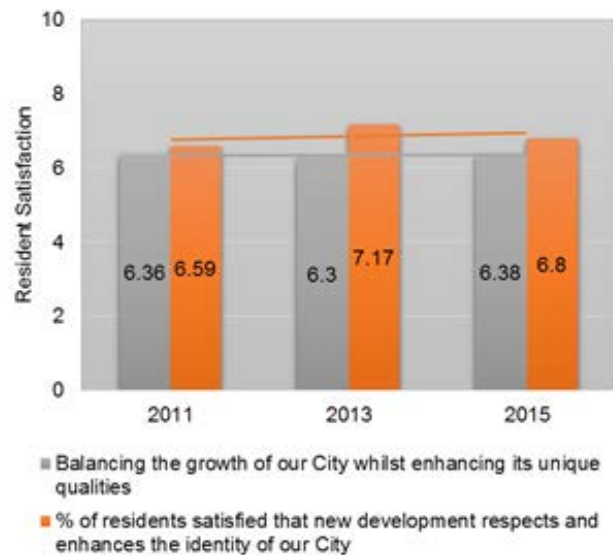


Figure 5 - Balancing identity and growth

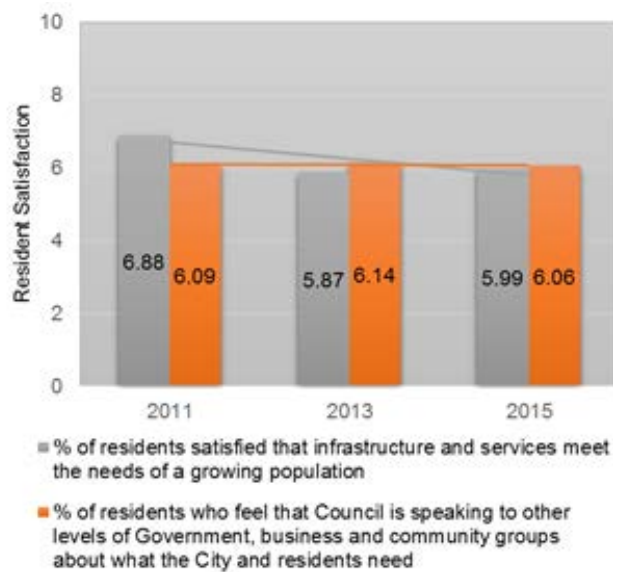


Figure 6 - Infrastructure and advocacy



Outcome 3

WE CAN GET AROUND THE CITY

Our community has told us they want a strong focus on improving roads, public transport, parking and pathways to reduce traffic congestion, enhance liveability and provide safe and efficient access to all areas of our City.

Most of our journeys rely on the road network, as the railway line crosses the city east to west but does not provide any north south links. Our original townships grew up along the railway, but the past 30 years of growth has spread out from these areas, isolated from public transport. Over 56,000 local residents travel to work outside our City, relying on cross-City and cross-regional travel which can be difficult with the existing public transport network.

An integrated shared pathway network throughout our City - linked to public open space, schools, shops, community facilities and public transport - is vital to create connections and encourage people to walk and cycle. Council will keep adding to and improving our pathways and working with developers to deliver shared pathways for new communities.

Outcome 3 targets the delivery of effective transport options for passengers and freight in the City and the region by Council and other levels of government.

STRATEGIES

Strategy 3.1	Work with partners to improve public transport
Strategy 3.2	Provide a safe and efficient road and pathway network
Strategy 3.3	Provide parking to meet the needs of the City
Strategy 3.4	Improve passenger and freight transport connections in the region

STRATEGY 3.1 WORK WITH PARTNERS TO IMPROVE PUBLIC TRANSPORT

Why is it important?

Good public transport gives people a viable alternative to driving. Fewer cars on the road means less congestion and cleaner air. Public transport – if it's reliable and makes the right connections – can be cheaper and faster than driving. Being reliant on a car to get around makes our community more vulnerable to increases in fuel prices.

What is Council going to do?

Council is not a public transport provider, so we can only work with the state government and local bus companies to try to encourage them to provide the services our community needs. We are strongly advocating for a north-south rail link to support the Western Sydney Airport, as this is not only critical to take cars and trucks servicing the airport off our roads, but also has the potential to attract significant investment and business growth to our region, and improve access to new and existing jobs.

Council supports public transport use by making sure that bus routes and train stations have good pathway connections. Our new bus shelters cater for the needs of people with a disability. We also advocate for existing transport interchanges and stations to be improved, and for more commuter parking.

Who else is involved?

Transport for NSW and local bus companies are the key providers of public transport in and around Penrith, and have the biggest role to play in making sure our public transport systems meet community needs.

STRATEGY 3.2 PROVIDE A SAFE AND EFFICIENT ROAD AND PATHWAY NETWORK

Why is it important?

Everyone that lives in, works in or visits our City depends on our network of roads and pathways to move around, so it is essential that this network is well maintained, safe to use and links the places that people want to go.

What is Council going to do?

Council's transport network includes roads, pathways and bridges; as well as a range of supporting infrastructure. We will continue to maintain this network, and ensure that as more roads and pathways are built by developers they meet the standards we set.

It is important that our transport network is safe for all users, so we need to make sure we consider their access needs while planning, delivering and maintaining the network.

Who else is involved?

The NSW Roads and Maritime Services (RMS) maintains regional and state roads that pass through Penrith, including the M4 Motorway, Great Western Highway, Mulgoa Road, The Northern Road and Castlereagh Road. Major upgrades are proposed over the next few years for Mulgoa Road, Castlereagh Road and The Northern Road. Council will work with the RMS on the design and delivery of these upgrades.

STRATEGY 3.3 PROVIDE PARKING TO MEET THE NEEDS OF THE CITY

Why is it important?

Our community has told us that parking is an important issue, and there are many different parking needs to meet. Finding a balance between those that need to park all day, either as commuters or employees, and those that want to park close to shops or services is the key to providing adequate parking for all users in our City.

What is Council going to do?

Council has 62 existing carparks that we maintain around the City, which are supported by temporary car parks which we set up for major events or during peak periods. Council Rangers patrol these carparks as well as street parking, to help encourage turnover and make sure that parking areas are being used fairly by all.

We will continue to maintain our existing carparks, and are working with partners to deliver a new multi deck carpark in the Penrith CBD within the next four years. We will continue to apply parking policies to ensure that new development, where needed, provides adequate parking on site to reduce pressure on existing parking.

Who else is involved?

Parking is also provided by private organisations, such as Westfield and other major shopping centres, and by the State Government, primarily through commuter carparks managed by Transport for NSW.

STRATEGY 3.4 IMPROVE PASSENGER AND FREIGHT TRANSPORT CONNECTIONS IN THE REGION

Why is it important?

People do not just travel within Penrith – many of the cars on our roads are either travelling through Penrith, or out of Penrith to other regions. Good connections for passengers and freight, both road and rail, will reduce the impact that through transport has on local congestion.

What is Council going to do?

Council will continue to advocate to the State Government for the timely provision of transport infrastructure and services that support our growing population with the aim of securing a more sustainable city. This includes road and rail, freight and passenger transport. We will also work with local transport companies and regulate our local roads to help keep our road network safe for everyone.

Who else is involved?

Most regional transport connections are managed by the State Government, either Transport for NSW or the Roads and Maritime Services. Major freight transport companies, particularly road based, and a whole range of smaller operators also have a role to play in both telling Council what facilities are needed and respecting the safety and amenity of our roads.



TRACKING OUR PROGRESS

There are four key areas that will help us track our progress toward this Outcome:

- » Public transport
- » Walking and riding
- » Driving and parking
- » Road safety

PUBLIC TRANSPORT

What we will measure

- % of the populated areas of Penrith serviced by buses or trains
- % of residents that are using public transport to get to work or study

Where we are now

Figure 8 shows a 400m radius around all the bus stops and train stations across our City, and indicates that approximately 90% of our populated areas are serviced by buses or trains. However the poor frequency of services and of connections to get people to where they need to be, when they need to be there, contributes to less than 23% of residents using public transport to get to work or study.

Where we want to be

Council will continue to work with Transport for NSW and local bus companies to help make public transport a more viable option for travelling to and from work and study. This will include increasing the frequency and integration of services, and making sure that services are available very early for newly developed areas.

Reducing the dependence on cars for our day to day journeys will benefit our community and environment, reducing parking and traffic issues and the impact of petrol price increases.

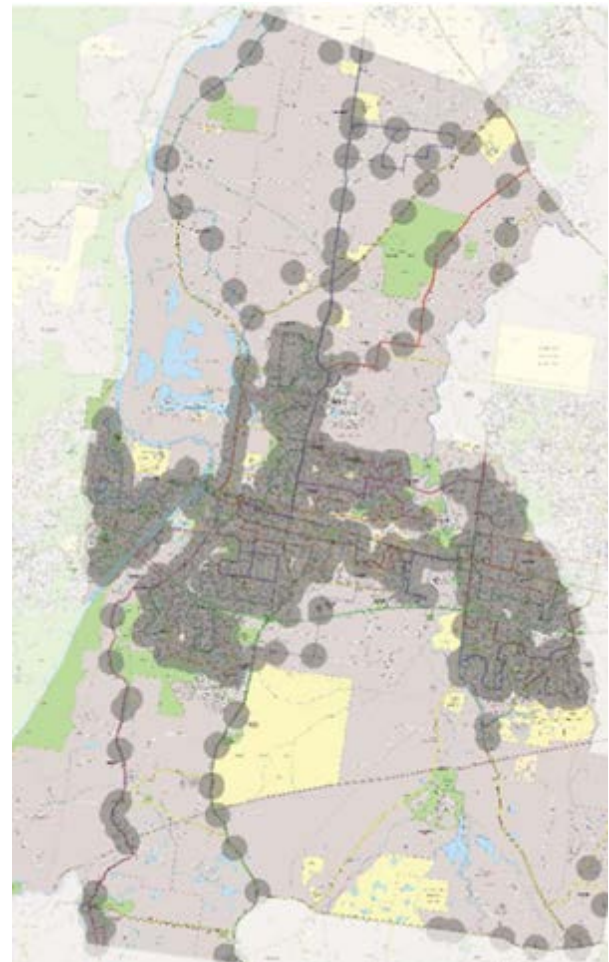


Figure 8 - Map of areas serviced by public transport

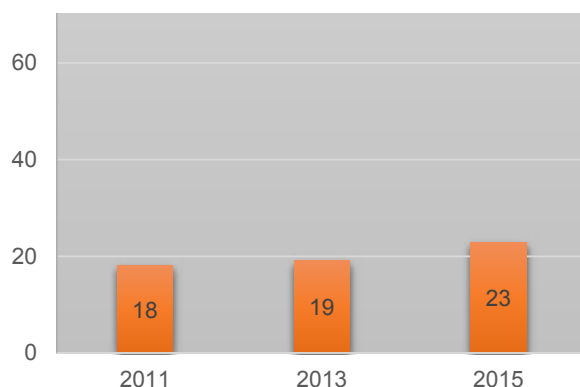


Figure 7 - % of residents using public transport to get to work or study

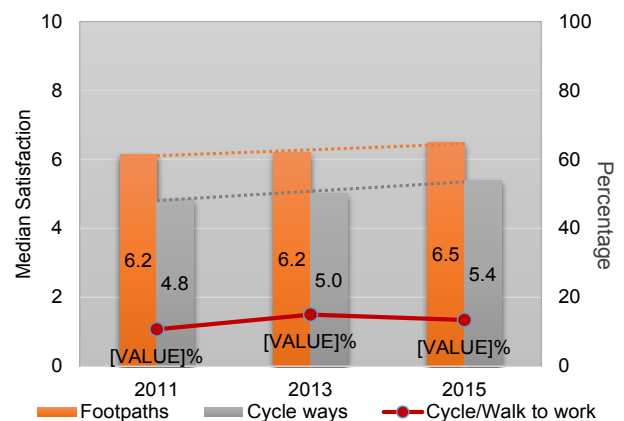


Figure 9 - Use of and satisfaction with footpaths and cycleways

WALKING AND RIDING

What we will measure

- % of residents that walk or cycle to get to work or study
- % of residents satisfied with footpaths
- % of residents satisfied with cycle ways

Where we are now

We have just over 600km of paved pathways and cycleways around our City. While there was a slight decrease in the number of residents walking or cycling to work in 2015, there has been a steady increase in satisfaction with both cycleways and footpaths.

Where we want to be

Footpaths and cycleways not only reduce car dependence, travel costs, traffic congestion and pollution, but they provide our community with opportunities to be more active. We will continue to listen to our community and respond to their priorities for maintaining and adding to our large network of pathways.

DRIVING AND PARKING

What we will measure

- % of residents that are satisfied with the provision of parking
- % of residents satisfied with their ability to move in and around the City.
- % of residents that are satisfied with the ease of traffic flow

Where we are now

Traffic flow and parking are issues that affect everyone who lives or works in Penrith, and they are ongoing challenges, balancing the needs of commuters, workers, shoppers, residents and visitors.

Although satisfaction with traffic flow and parking has remained steady since 2011, there is clearly plenty of room for improvement. Council's road network is our most valuable asset, and the one that costs the most to maintain.

Where we want to be

Council is responsible for the local road network, with Roads and Maritime Services responsible for major roads like The Northern Road, Castlereagh Road, Mulgoa Road and the Great Western Highway.

Council has been investing to improve the quality of the road network for many years, and has committed to significantly increasing parking availability in the Penrith City Centre. We will move to increase decked car parking, investigating providing decked car parks at sites such as Union Road, Judges Place and Soper Place in the future.

We will also continue to work with the State Government to improve main roads, with improvement works to both Mulgoa Road and The Northern Road expected to start within the next few years.

ROAD SAFETY

What we will measure

- Number of accidents
- % of residents that are satisfied with the safety of local roads
- % of residents that are satisfied with the condition of local roads

Where we are now

There was a steady decline in the number of incidents between 2011 and 2015, which correlates with the increase in community satisfaction.

Where we want to be

We want people to be able to travel safely on our roads. Although we cannot control choices made while driving and various other factors, we will continue to improve the overall quality of local road surfaces and traffic facilities, and offer our community education programs to help them understand the importance of driving safely.

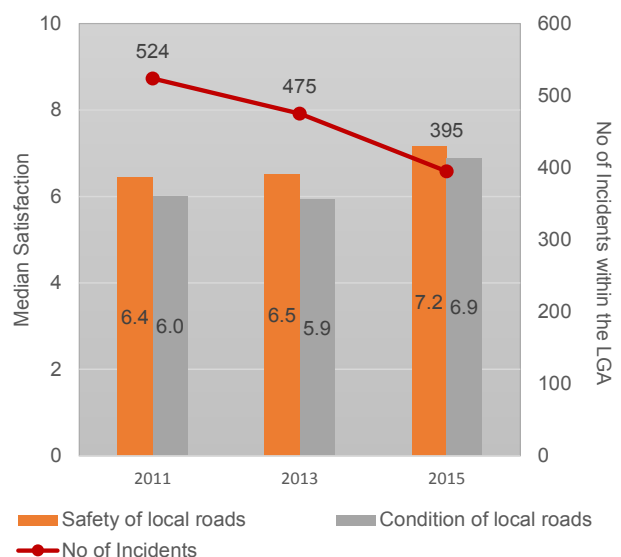


Figure 10 - Road Condition and safety



Outcome 4

WE HAVE SAFE, VIBRANT PLACES

Outcome 4 recognises the community’s desire to feel safe in our neighbourhoods and have clean, welcoming and vibrant public places. This covers physical aspects – lighting, paving, somewhere to sit that is shady in summer and protected in winter – as well as social aspects such as meeting places, eating options and events.

The character of our City has in part been shaped by its location, the unique balance of rural, natural and urban areas, and the Nepean River. It has been characterised by a great lifestyle, close-knit community and family-friendly environment. Our centres offer a range of community services, retail, commercial, educational, entertainment and cultural activities.

As the City grows our lifestyle needs change, but residents have told us it is important to them that

the character and sense of place in our centres and neighbourhoods is retained. Council will continue to focus on revitalising the older established areas of the City, and working with developers to ensure new residential areas have what they need to be safe and vibrant places.

Council is focused on renewing our major centres in Penrith, St Marys and Kingswood; activating the public areas along the Nepean River, and improving the connections between the Penrith City Centre and the River.

STRATEGIES

Strategy 4.1	Make our public places safe and attractive
Strategy 4.2	Help make our major centres and important community places safe and attractive
Strategy 4.3	Work with our communities to improve wellbeing and infrastructure in their neighbourhoods

STRATEGY 4.1 MAKE OUR PUBLIC PLACES SAFE AND ATTRACTIVE

Why is it important?

Getting out and about, whether it is to shop, socialise or simply travel from one place to another is an essential part of everyday life, and can also play a big role in helping people feel part of their community. People use shopping centres, streets and other public areas as places to meet and connect with friends and family. It is important that people feel safe, and that our public places are pleasant places to be, to help encourage people to get out and enjoy our City.

What is Council going to do?

Council will maintain all the public areas in the City – cleaning, litter collecting and maintaining lights, seating, bins and other public infrastructure. We have set ourselves high standards and we will work to meet them, and improve where we can. When we design changes in our public areas, we will be aware of the needs of all members of our community.

Who else is involved?

Our community are our key partners in making our spaces safe and attractive – landowners, residents, workers and visitors. We hope that they enjoy the spaces we provide, help keep them tidy and respect the enjoyment of others when out and about in Penrith.

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

Why is it important?

Some places in Penrith have extra appeal or significance – the Nepean River, Penrith City Centre and St Marys Town Centre are all popular places for people to work, exercise and relax in. It is important that these are safe places to be, and that they have the type of facilities that mean they can be enjoyed by everyone who wants to spend time there.

What is Council going to do?

Council will maintain our major centres and important community places to a high level, making sure they are safe and clean. As we design improvements to these areas we will consider the needs of everyone in our community – including those with different abilities or from different cultures.

Who else is involved?

Key landowners in our major centres, other government agencies and community groups are all part of making our important places safe and pleasant. Our community also have a key role in respecting others around them when using public spaces.

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

Why is it important?

Local issues – the condition of the local park, knowing your neighbours, feeling welcome at your local shops – are often the things that have the biggest impact on people's day to day lives. Being aware of these issues, are providing better facilities, changing or improving services or simply helping people connect can make a big difference to our residents' quality of life.

What is Council going to do?

Local residents often know better than anyone what they need to improve their local area or solve problems that are affecting their day to day lives. Council will work directly with local communities each year to understand the issues that affect them day to day and see what we can do to help. We will then coordinate the solutions, and help give those communities the skills they need to continue.

Who else is involved?

Local community members have the biggest role to play – talking with Council and telling us not only what affects them and what they think is needed, but also helping us understand if what we're doing is working.



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TRACKING OUR PROGRESS

There are two key areas that will help us track our progress towards this Outcome:

- » Condition of our public places
- » Perceptions of safety

CONDITION OF PUBLIC PLACES

What we will measure

- % of residents that are satisfied with the condition of public spaces
- % of residents that are satisfied with community buildings, neighbourhood facilities, community halls and centres

Where we are now

Council provides and maintains a diverse range of public places, to cater to the needs of all members of our community. Overall, community satisfaction with our public spaces and community buildings has remained constant.

Where we want to be

Creating and maintaining a public environment that people want to spend time in is a key part of building a stronger community and addressing some of the social and physical issues that we will face in the future. Council will seek to improve the quality and condition of our public places, through scheduled maintenance and cleaning, and additions and improvements to facilities and infrastructure.

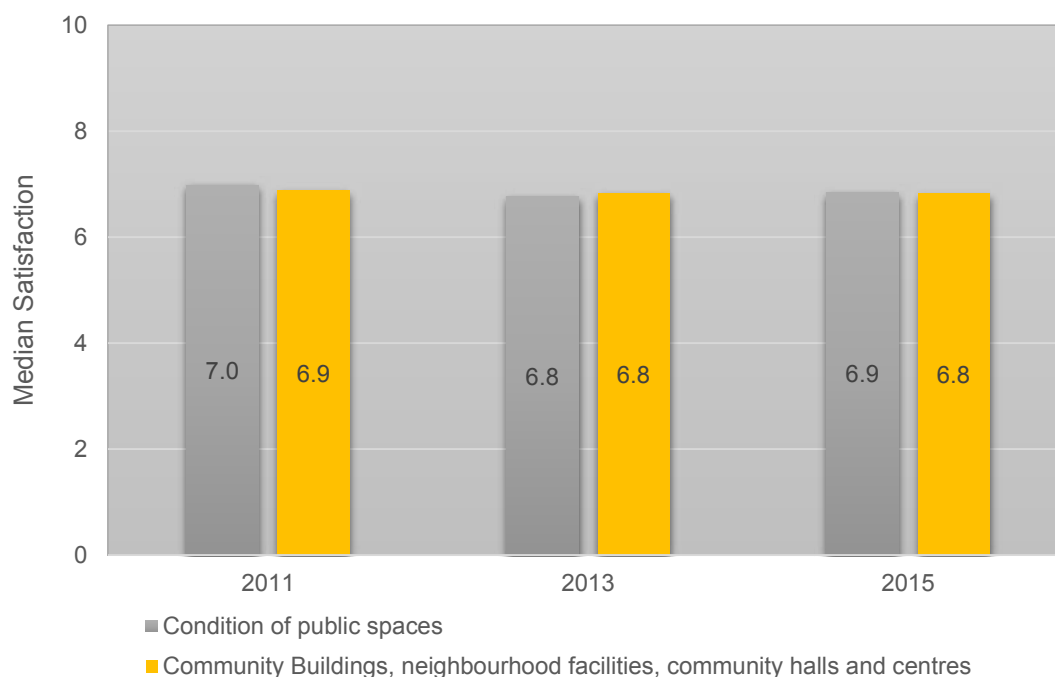


Figure 11 - Community satisfaction with public places

SAFETY

What we will measure

- Levels of crime reported to the police
- % of residents who feel safe in their neighbourhood
- % of residents satisfied with the safety of the City's public spaces

Where we are now

Community perceptions of safety and levels of crime reported to police have remained relatively consistent since 2011.

Where we want to be

There are many factors that contribute to residents feeling safe in their neighbourhoods, only some of which can be influenced by Council. While Council does not have direct responsibility for crime rates, we can work to make our public places safer through design (including lighting and CCTV); maintenance; and helping the community to activate public spaces.

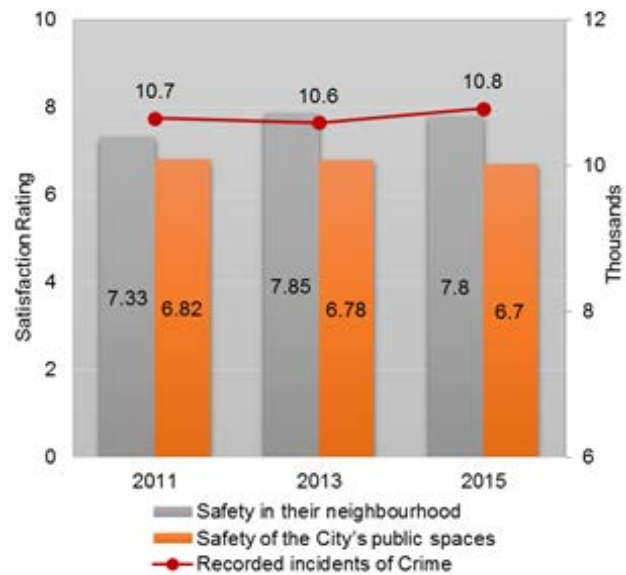


Figure 12– Community perceptions of safety

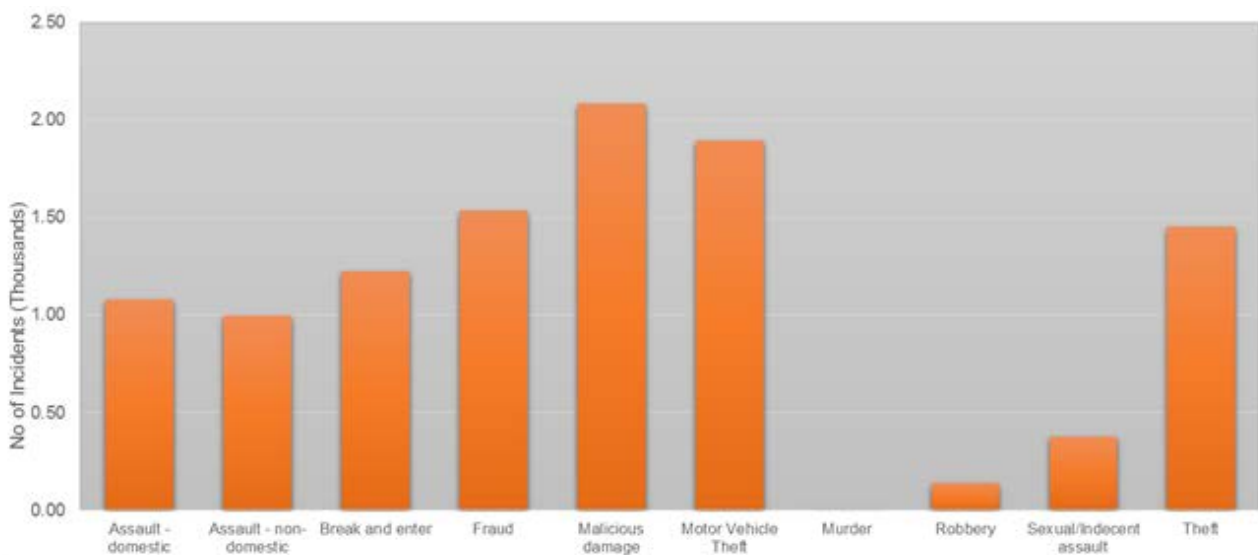


Figure 13 Crime statistics for 2015



Outcome 5

WE CARE ABOUT OUR ENVIRONMENT

Our community has told us that protecting our river, creeks, waterways and bushland areas for present and future generations is important. They also want to be supported to use resources and manage their household waste more efficiently.

One of Penrith's defining attributes is our natural environment including beautiful waterways and a diverse range of native species and ecological communities. Our City contains approximately 17% of the remnant vegetation of the Cumberland Plain - the highest proportion in any council area. Penrith is also unique in that significant areas of remnant native vegetation occur on private land outside conservation reserves.

Council is the steward of approximately 1271ha of open space with an estimated 274ha of natural areas having biodiversity value. Outcome 5 recognises the need to balance population growth with the need to respect our environment, support agriculture and build on our local fresh food production and other rural activities.

A significant proportion of the City has the potential to be affected by flooding, especially along the Nepean River and South and Ropes Creeks. We are also likely to experience more severe weather events in future, such as heatwaves, storms and bushfires.

Heat is particularly an issue for Western Sydney, and Council is looking at ways to 'cool-down' the City. Our organisation continues to lead by example in terms of reducing waste generation and energy and water use.

We also deliver education and awareness programs to help our communities to live more sustainably. Outcome 5 reflects our efforts to achieve a healthier, better protected and well managed environment that responds to a changing climate.

STRATEGIES

Strategy 5.1	Protect and improve the environment of our City
Strategy 5.2	Support our community to use resources wisely
Strategy 5.3	Minimise risks to our community from natural disasters and a changing climate

STRATEGY 5.1 PROTECT AND IMPROVE THE ENVIRONMENT OF OUR CITY

Why is it important?

We know our community values the health of the Nepean River and the beauty of our natural areas as an important part of Penrith. Clean streets, parks and other public areas make a big difference not just because it's nicer to have those places free of rubbish, but also because litter dropped in the street can end up in our waterways or bushland. Caring for our environment is not only important for the health and wellbeing of today's community, but also for future generations.

What is Council going to do?

Council maintains a complex system of stormwater drains and gross pollutant traps which carry and filter stormwater from our streets to the Nepean River, South Creek and Eastern Creek. We also coordinate bush care programs, provide advice to landowners and developers on how to protect the environment when developing land, and collect illegally dumped waste across the City.

Who else is involved?

Everything from litter and lawn clippings to illegal dumping of chemicals or accidental spills damages our environment. Businesses and residents can help protect the environment by being careful with waste and reporting incidents they see so they can be cleaned up quickly. State Government departments, particularly the Environment Protection Authority, also monitor the health of our environment.

STRATEGY 5.2 SUPPORT OUR COMMUNITY TO USE RESOURCES WISELY

Why is it important?

Many of our resources are limited – drinking water, fossil fuels and even space for landfill. Even those that are not finite, such as solar power, must be paid for. Using resources wisely not only helps the environment, but it makes financial sense too.

What is Council going to do?

Council's three bin system has significantly reduced waste. We divert more than 60% of the waste we collect from landfill through recycling or composting. We run year round audits and education programs to help people understand how to use this system well. We also support our community through workshops, attendance at events and information and advice to minimise their use of resources.

Who else is involved?

Our local community have the biggest role to play – from the choices they make when buying goods, to using electricity and water and how they sort day to day waste. Businesses in Penrith also need to take advantage of technology that will help them reduce electricity and water use.



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

Why is it important?

Our climate is changing, meaning we have more extreme weather – more very hot days, more intense storms and a greater likelihood of bushfire. This will have a range of impacts, from increased power bills to cool homes and offices, to a greater likelihood of damage to property and infrastructure through floods and fires. It is important that we, as a whole community, act not only to protect ourselves from the effects of extreme weather, but also to reduce the things we are doing to increase climate change.

What is Council going to do?

Council has committed to a number of actions to understand and then reduce our impact on climate change, both as an organisation and as a City. We will also look to reduce the impact of extreme heat on our City, particularly in vulnerable areas.

Council will protect our own infrastructure from natural disasters and will also consider potential risk from natural disasters, particularly fire and flood, when assessing proposed development. We will work with and support emergency services, particularly through our role as part of the Local Emergency Management Committee, to help them plan for and respond to emergencies. We are also starting a program to measure and monitor our City's greenhouse gas emissions to identify where we can have the most impact on emission reduction into the future.

Who else is involved?

Emergency services – particularly the State Emergency Service and the NSW Rural Fire Service – are the combat agencies for natural disasters including storms, floods and bushfires. These agencies, together with the NSW Police, Fire and Rescue NSW, Council and other relevant organisations plan for and train to provide a coordinated response to emergencies.



TRACKING OUR PROGRESS

There are three key areas that will help us track our progress towards this Outcome:

- » The natural environment
- » Resource use
- » Waste

THE NATURAL ENVIRONMENT

What we will measure

- % of residents who are satisfied that the Nepean River and creeks are healthy
- % of residents satisfied with the protection of bushland, natural environment and wildlife

Where we are now

Satisfaction in relation to the health of the Nepean River and bushland has remained consistent over the past few years, though there has been an increase in the perception of the health of the Nepean River.

Where we want to be

Protecting our natural environment from the impacts of growth, pollution and intentional damage remains a high priority for our community. Over the next four years we aim to help our community understand how everyday actions can help care for our environment. We will also undertake specific actions to protect water quality and biodiversity, including monitoring water quality, working with local businesses to minimise accidental spills and supporting volunteer bushcare groups.

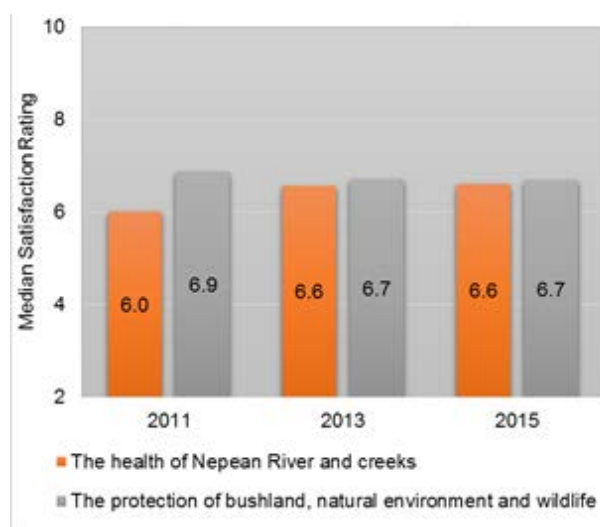


Figure 14 - Our natural environment

RESOURCE USE

What we will measure

- Household electricity consumption
- Household potable water consumption

Where we are now

This indicator is heavily impacted by climate, particularly rainfall and temperature as these influence the use of potable water for watering gardens and use of electricity for heating and cooling. Overall, the trend in water and electricity use is decreasing, saving money and reducing our ecological footprint.

Where we want to be

The strategies supporting this outcome provide for education initiatives to encourage and support the community in reducing consumption within their households.

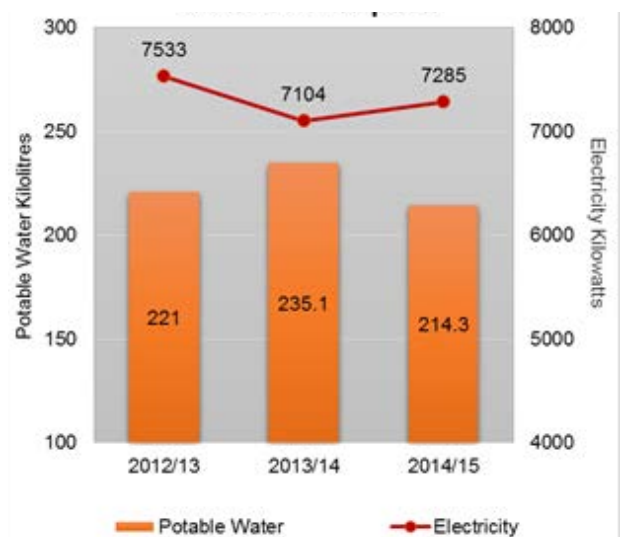


Figure 15 - Household power and water consumption

WASTE

What we will measure

- Tonnes of domestic and public waste by recycling and landfill per household

Where we are now

The percentage of waste we divert from landfill (65% in 2015-16) is one of the highest in NSW and continues to improve. Council's proactive approach to monitoring our organics and recycling bins helps our community understand how to make the most of this service.

Where we want to be

To further reduce landfill and increase recycling per household, Council, residents and businesses need to work together. We will continue to work to help our community understand how they can reduce and better manage waste, and lead by example in our own waste management. Effective waste management solutions will be required in future developments.

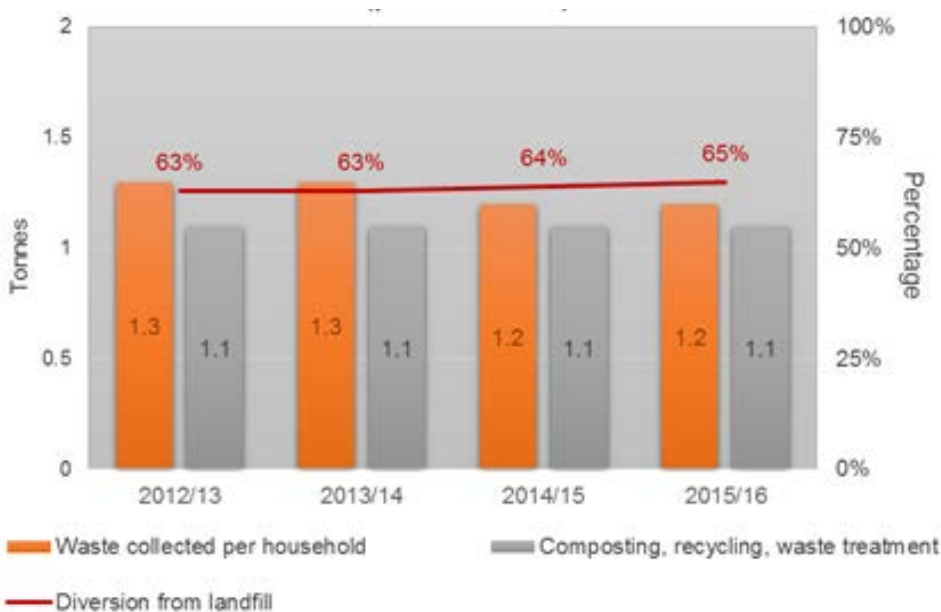


Figure 16 - Waste per household



Outcome 6

WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT

Outcome 6 focuses on messages from our community about the importance of encouraging health and wellbeing, as well as community pride and a sense of belonging. This was identified as the main reason why residents choose to stay in Penrith. Council seeks to celebrate our heritage, cultural diversity, build social inclusion and foster creativity, encouraging the participation and contribution of all people in the City.

Penrith has a proud community spirit and that is part of how we live and celebrate our achievements. Partnership, openness and a positive approach are what enable us to come together and achieve shared goals.

Council provides health, cultural and community programs and events to bring people together, make social connections and encourage community wellbeing. We work with and support many community organisations parties to achieve these outcomes. We are also responsible for food safety and hygiene in local eateries and restaurants.

Council has a number of libraries which provide community hubs for access to information and life-long learning. We have a number of regional arts, entertainment and cultural facilities including

the Joan Sutherland Performing Arts Centre, the Penrith Conservatorium of Music, the Q Theatre, and the Penrith Regional Gallery and The Lewers Bequest. Major sporting venues include the Sydney International Regatta Centre, the Penrith Whitewater Stadium, as well as the Penrith Panthers complex.

Council provides quality sports fields, parks and playgrounds which offer a range of recreational and social opportunities for our community. Penrith has a strong and proud sporting tradition, with a higher than average participation rate. Council provides venues for sports such as athletics, cricket, rugby league, soccer, baseball, netball, softball, tennis, swimming and touch football. Council's facilities provide opportunities for residents and visitors to the City to be physically active and improve their health.

STRATEGIES

Strategy 6.1 Provide opportunities for our community to be healthy and active

Strategy 6.2 Help build resilient, inclusive communities

Strategy 6.3 Enhance the cultural vitality of the City

STRATEGY 6.1 PROVIDE OPPORTUNITIES FOR OUR COMMUNITY TO BE HEALTHY AND ACTIVE

Why is it important?

Physical and mental health are growing issues right across Australia and in many other countries. Obesity, chronic disease, depression and anxiety are all increasing across all age groups, and while the biggest impact is on individual health – including significant loss of quality of life and overall shortened life expectancy, there are also big implications for the cost of our health care system. Preventing these diseases and lessening their impact on society needs a coordinated approach, with all levels of government and other organisations having a role to play.

What will Council do?

Council does not provide health care but our parks, sportsfields, playgrounds, pathways and cycleways all provide opportunities for our community to be active and improve their physical health. Our community buildings, libraries and other public facilities give people a place to meet and connect with others in their area or with similar interests, which also helps promote mental health. Council also inspects food shops, tattooists, and beauty therapists to be sure they're taking the right steps to protect the health of their customers.

Who else is involved?

The State Government and private health professionals are the main providers of health care in Penrith, with Nepean Hospital serving not just Penrith but a much broader region. Sports clubs, private trainers and a multitude of other organisations provide many opportunities for our residents to build their physical and mental health. Ultimately, health is also dependent on individual choices, so our community have possibly the most responsibility in improving physical and mental health.

STRATEGY 6.2 HELP BUILD RESILIENT, INCLUSIVE COMMUNITIES

Why is it important?

Rapid changes of attitudes around gender, sexual orientation, race, multiculturalism, environmental protection, refugees and other key social issues has left many people feeling out of touch with their own community. This is creating divisions which can lead to isolation, intolerance and potentially conflict. Building resilient, inclusive communities can help to make sure everyone who lives in Penrith feels connected to and included by others, a key part of individual and societal mental health.

What will Council do?

Council will support community organisations providing direct services or support to the different groups in our community – including young people, older people, children, people struggling with domestic violence or poverty, people from other cultures and people with disabilities. We will also provide services ourselves, particularly through our libraries, children's services and community centres, and run events and festivals that provide people with a chance to meet and strengthen social connections.

Who else is involved?

There are many service providers, ranging from government departments to small, volunteer organisations, that work to support different members of our community. All of these organisations play an important part in helping build a resilient, inclusive Penrith.

STRATEGY 6.3 ENHANCE THE CULTURAL VITALITY OF THE CITY

Why is it important?

Culture and creativity are an important part of an overall rich life, whether it is learning about different places, enjoying music or art, writing, dancing or understanding our history. Funding for cultural activities in Western Sydney is generally much lower than in the Eastern Suburbs and centre of Sydney, meaning there is less opportunity for people living in Western Sydney to enjoy these things without travelling.

What will Council do?

Council will continue to support the Joan Sutherland Performing Arts Centre and Lewers Regional Gallery and Lewers Bequest as key cultural assets in Penrith. We will also continue to run and encourage events that showcase the different cultures of Penrith and the skills of our residents. Our international partnerships in Korea, China and England provide opportunities for residents to learn about different cultures through exchange programs and school based cultural projects.

Who else is involved?

Our large and diverse community is rich in culture. We have people from different backgrounds, artists, musicians, authors, chefs and dancers. When these people are willing to share their skills and get involved in events it enriches our community.



TRACKING OUR PROGRESS

There are three key areas that will help us track our progress towards this Outcome:

- » Community spirit
- » Health and wellbeing
- » Community support

COMMUNITY SPIRIT

What we will measure

Community spirit is a difficult thing to measure, but is a critical part of a resilient community. Council's community survey measures a number of things that provide a guide to community spirit.

- % of residents that feel part of their neighbourhood or community
- % of residents satisfied with local community festivals and events
- % of residents who feel proud of where they live
- % of residents who say they can get help from friends, family or neighbours when needed

Where we are now

Council can't create community spirit, we can only encourage it through holding events, providing opportunities for people to meet others in their neighbourhood and building a City we can all be proud of. Responses to these four questions since 2013 show clearly that community spirit is strong in Penrith.

Where we want to be

Council will continue to support and nurture community spirit through encouraging social connections, building resilience and promoting inclusive communities.

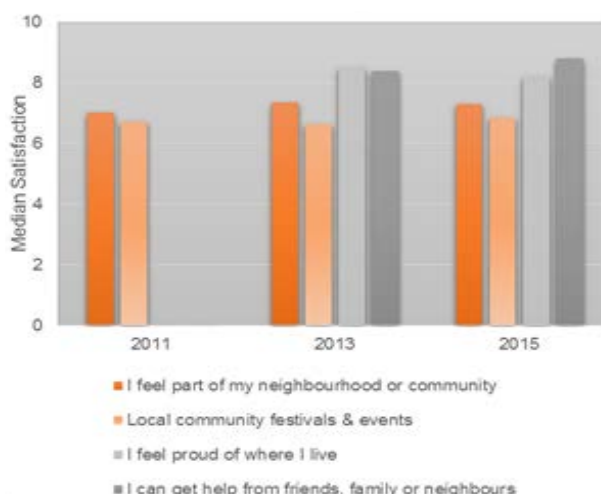


Figure 17 - Our community spirit

HEALTH AND WELLBEING

What we will measure

- % of residents who are a healthy weight
- % of residents who are not smokers
- % of residents involved in informal physical activity
- % of residents who participate in sports and recreation

Where we are now

Physical and mental health are influenced by many things, including education, income, genetics and personal choices. Health is a major issue, not just for Penrith but across Australia, with chronic disease and health care costs increasing. Within our region, although there has been a steady climb in the number of non-smokers, there has been a decline in the number of people within a healthy weight.

Where we want to be

Council will continue to provide places and opportunities for people to be active, through organised sports and informal exercise. We will also help our community and our staff to understand healthy choices for exercise and nutrition.

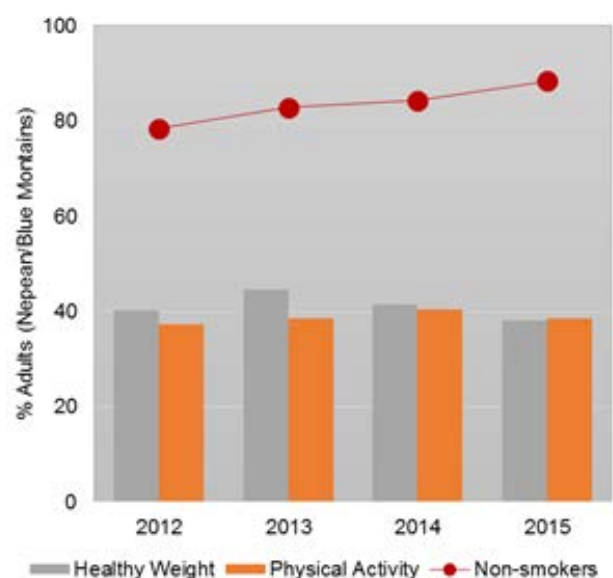


Figure 18 - Health and activity

COMMUNITY SUPPORT

What we will measure

- % of residents satisfied with services and facilities for older people and youth
- % of residents who feel cultural diversity is valued and celebrated

Where we are now

Our community is made up of many smaller communities that together make up the rich diversity of Penrith. Council works in a range of ways to support people across the community, including initiatives that target young people, seniors and people with disability. Each year for example we support a range of local projects (more than 100 in 2015-16) through community assistance grants.

Where we want to be

Service providers, including Council, need to continue to look at the specific needs of different groups to ensure that everyone can access the services they need.

As our community grows and changes, services and the ways we deliver them may need to adapt. Council needs to remain in touch with our diverse community, and to continue to work effectively with other service providers to make sure the changing needs of our community are met.

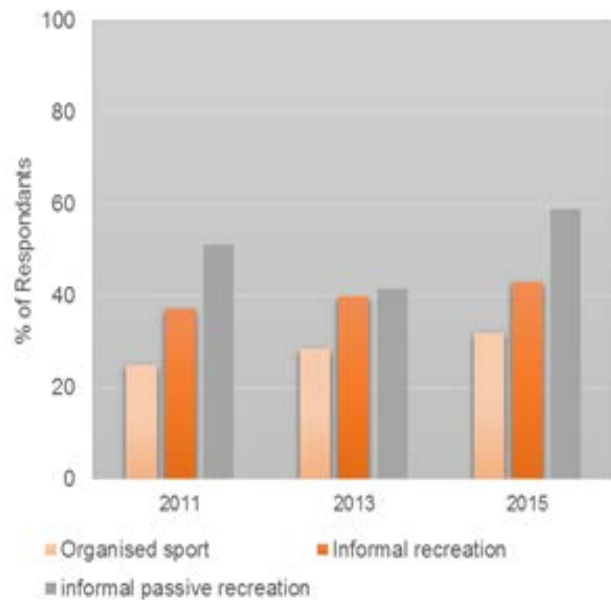


Figure 19 – Participation in sports and recreation

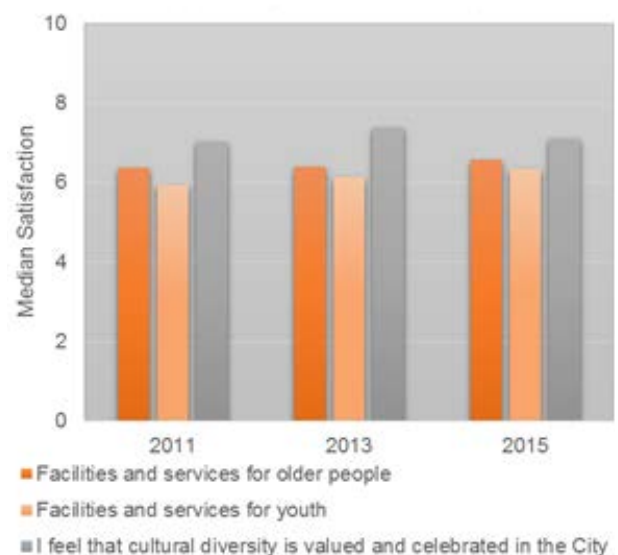


Figure 20 – Supporting the community



Outcome 7

WE HAVE CONFIDENCE IN OUR COUNCIL

This outcome focuses on Council as a leader in the region, and the way we operate as an organisation and interact with our community and other stakeholders.

Our community has told us they want to know Council's finances are sound and sustainable. As well as managing our finances and assets responsibly, we need to continue to be ethical and transparent in our communication and decision-making. We will provide regular and genuine opportunities for our residents to have a say about decisions that affect them.

We are particularly focused on improving the customer experience for everyone who interacts with Council, whether in person, online, on the phone or in writing. Council is also committed to providing a fair, productive and safe workplace.

As an organisation Council will base its decisions on the principles of sustainability and social justice, and deliver our services in the context of agreed priorities, legislative requirements and our available resources.

We also have an important role in building strategic partnerships (including with neighbouring councils) and advocating to other levels of government to ensure our community's needs are met.

STRATEGIES

Strategy 7.1	Be open and fair in our decisions and our dealings with people
Strategy 7.2	Manage our money and our assets to be sustainable now and into the future
Strategy 7.3	Deliver our services to provide best value for money
Strategy 7.4	Give our community the chance to have a say in decisions that affect them
Strategy 7.5	Build our organisation as "Penrith City Council the place to be"
Strategy 7.6	Work with our alliance partners, Blue Mountains City Council and Hawkesbury City Council, to share skills, knowledge and resources and find ways to deliver services more efficiently

STRATEGY 7.1 BE OPEN AND FAIR IN OUR DECISIONS AND OUR DEALINGS WITH PEOPLE

Why is it important?

A wide range of people contact Council every day and every person we deal with deserves to be treated with respect. We want people to have confidence that we will make the best decisions we can on behalf of our community.

What will Council do?

We will follow all the rules and standards that apply and look to make all decisions, big or small, open and fair. We will treat our customers with respect and keep out processes simple.

Who else is involved?

Our staff and Councillors are the only people who can make this happen. We need to put our values – respect, accountability and innovation – into action every single day.

STRATEGY 7.2 MANAGE OUR MONEY AND OUR ASSETS TO BE SUSTAINABLE NOW AND INTO THE FUTURE

Why is it important?

The impact of Council's decisions may last a few days or many years. We need to be sure that our decisions always have a view for the longer term, so that we look after not just the current community of Penrith but future generations as well.

What will Council do?

We will consider the long term impact of our actions, particularly when we plan to maintain, build or upgrade assets or undertake significant investment. We will look for ways to be less dependent on rates, building financial strength that is not a burden on the community.

Who else is involved?

Other levels of government, particularly the State Government, will impact our long term financial sustainability as they regulate both our income and the services we must deliver.

STRATEGY 7.3 DELIVER OUR SERVICES TO PROVIDE BEST VALUE FOR MONEY

Why is it important?

Council has a limited income and there are always areas where we know we could deliver better services. Ensuring that we provide value for money shows our community we value their contribution, and provides the potential for better services in the future.

What will Council do?

We will continue to look for ways to improve the way we work, through technology, process improvements, skilled staff and fair cost recovery.

Who else is involved?

Price changes for petrol, electricity, water and other key supplies will affect the cost of our services in the same way that they affect any other business.

STRATEGY 7.4 KEEP OUR COMMUNITY INFORMED ABOUT WHAT COUNCIL IS DOING AND HOW THEY CAN HAVE A SAY IN DECISIONS THAT AFFECT THEM

Why is it important?

Council's decisions have the potential to affect people's day to day lives in many ways. It is important that we provide consistent information about what we're doing and how we're working to improve our services and facilities. Some of the decisions we make have more impact than others. Our community deserves to be able to tell Council what they think about those decisions that will affect them.

What will Council do?

Different people in our community look for information in different ways. We will focus on making sure there are a lot of ways for people to find out what they want to know, either by themselves or by contacting us. We will also provide a variety of ways for people to tell us what they think, and to have input into decisions around the future of community assets.

Who else is involved?

Council can provide the opportunity for our community to have a say, but ultimately it is up to individuals to get involved.

STRATEGY 7.5 BUILD OUR ORGANISATION AS “PENRITH CITY COUNCIL THE PLACE TO BE”

Why is it important?

We have over 1,200 people who work for Council, relying on us to treat them fairly at work and send them home safe. Without our workforce we cannot deliver our services, and if we build Penrith City Council into a great place to work not only will our current staff feel great about coming to work, but we'll attract and keep quality new staff as well.

What will Council do?

We will treat our staff fairly and with respect, providing equal opportunities to everyone for training and promotion. We will give our staff the tools they need to do their jobs well, and stay safe while they're at work. We will value our staff and the contribution they make to delivering services to the people of Penrith, building a culture that encourages everyone to give their best at work each day.

Who else is involved?

Our staff are the only ones that can make this happen. We need to put our values – respect, accountability and innovation – into action every single day.

STRATEGY 7.6 WORK WITH OUR ALLIANCE PARTNERS, BLUE MOUNTAINS CITY COUNCIL AND HAWKESBURY CITY COUNCIL, TO SHARE SKILLS, KNOWLEDGE AND RESOURCES AND FIND WAYS TO DELIVER SERVICES MORE EFFICIENTLY

Why is it important?

Although local government has boundaries, many of the issues we face are shared by others. Council has formed a Strategic Alliance with our neighbours, Blue Mountains City and Hawkesbury City, to tackle regional issues and give us a louder voice when we're talking to other levels of government.

What will Council do?

We will look for opportunities to share skills, knowledge and resources between all three Councils, focussing on finding ways to deliver services more efficiently.

Who else is involved?

Blue Mountains City Council and Hawkesbury City Council are vital to delivering the benefits of the Strategic Alliance.



TRACKING OUR PROGRESS

There are three key areas that will help us track our progress towards this Outcome:

- » how involved, engaged and informed people feel
- » satisfaction with value and performance
- » confidence that Council is responsible

INVOLVED, ENGAGED AND INFORMED

What we will measure

- % of residents who feel Council communicates well with residents
- % of residents who know who to contact for representation and information
- % of residents who feel Council understands the community's needs and expectations
- % of residents satisfied with information on Council about services and facilities
- % of residents who feel Council provides opportunities for residents to participate in planning and to have a say about the City's future

Where we are now

If our community is to have confidence in our actions and decisions, we must communicate well with them. Evidence from the community survey, the Penrith Community Panel and other engagement activities has shown that our community often do not have a good understanding of the range of services we provide, and that we need to provide better information about decision making. This has been identified as a focus of the 2017-21 Delivery Program.

Where we want to be

Our community need to be able to access information, provide feedback and contribute to planning for the future. Our website has improved access to information for residents and we will see better communication through our new Customer Experience team. We will continue to look for new ways to meet the varied expectations of our community, and present information in a way that is easy to access and understand.

VALUE AND PERFORMANCE

What we will measure

- % of residents who feel that Council delivers value for the rate dollar
- % of residents who are satisfied with the overall performance of Penrith Council

Where we are now

Resident satisfaction that Council is delivering value for the rate dollar has remained generally consistent over the past 5 years.

Where we want to be

Community support for the Special Rate Variation granted in 2016 gives us a clear responsibility to ensure that our community feels we are delivering good value for money. Better communication will be a major part in improving our performance against this indicator.

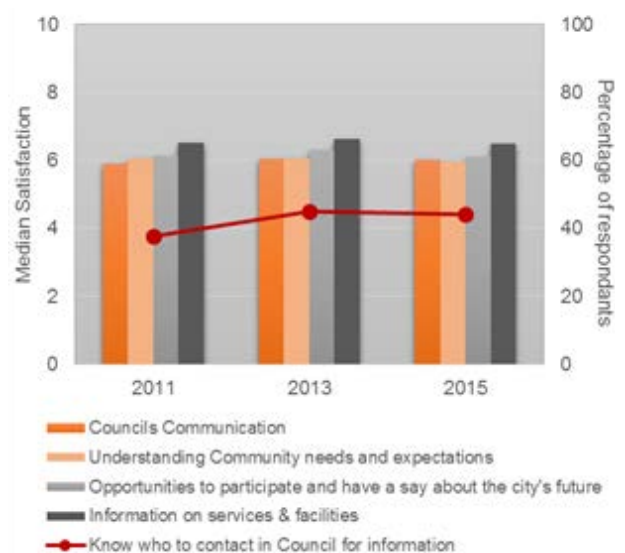


Figure 21 - Involved, engaged and informed

RESPONSIBLE COUNCIL

What we will measure

- % of residents who feel Council acts responsibly

Where we are now

The slight decline in this indicator during the previous term shows we have some work to do to give our community confidence that we are acting responsibly.

Where we want to be

We are implementing programs to improve productivity and decision making. We need to ensure that we communicate not just these activities, but also the benefits they bring and reasoning behind decisions to improve community's perception of Council's behaviour.

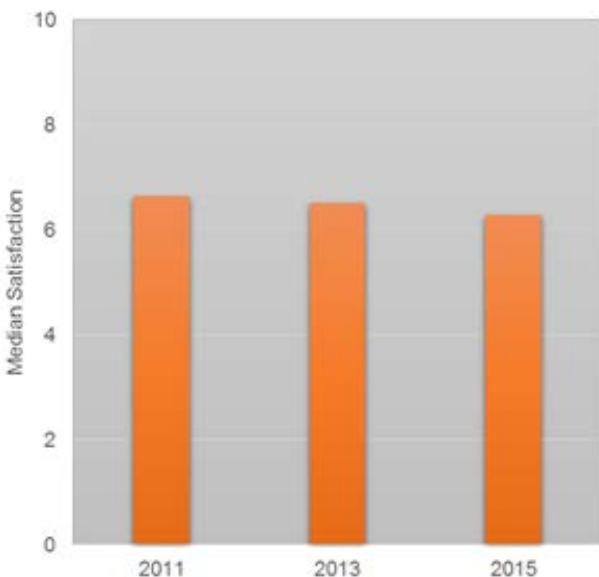


Figure 22 - Council is responsible

INTERPRETING ASSISTANCE

ENGLISH	If you do not understand this, please contact the Telephone Interpreting Service on 131 450 and ask them to contact Penrith City Council on your behalf on (02) 4732 7777. Or come to the Council offices and ask for an interpreter.
ARABIC	إذا لم يكن بإمكانك قراءة النص أعلاه، الرجاء الاتصال بخدمات الترجمة الفورية الهاتفية (TIS) على الرقم 131 450 والطلب منهم الاتصال بدورهم بمجلس مدينة بنريث نيابة عنك على الرقم 4732 7777 (02). أو يمكنك الحضور إلى المجلس وطلب ترتيب مترجم فوري لك.
CHINESE	如果您无法阅读这些文字，请致电 131 450 联系电话传译服务中心，请他们代您拨打 (02) 4732 7777 联系 Penrith 市议会。您也可以亲自到市议会来并要求获得口译服务。
GREEK	Αν δεν μπορείτε να το διαβάσετε αυτό, τηλεφωνήστε στην Τηλεφωνική Υπηρεσία Διερμηνέων στο 131 450 και ζητήστε τους να επικοινωνήσουν με το Δήμο Penrith (Penrith City Council) για λογαριασμό σας στον αριθμό (02) 4732 7777, ή ελάτε στη Δημαρχία και ζητήστε διερμηνέα.
HINDI	यदि आप इसे नहीं पढ़ पाते हैं, तो कृपया 131 450 पर टेलीफोन दुभाषिया सेवा से संपर्क करें और उनसे कहें कि आपकी ओर से पेनरिथ सिटी काउंसिल से (02) 4732 7777 पर संपर्क करें. या आप काउंसिल आएँ और एक दुभाषिया की माँग करें.
ITALIAN	Se non riuscite a leggere questo, contattate il servizio telefonico di interpretariato al numero 131 450 e chiedetegli di contattare da parte vostra il comune di Penrith City al numero (02) 4732 7777 oppure venite in comune e richiedete un interprete.
MALTESE	Jekk ma tistax taqra dan, jekk jogħġbok, ikkuntattja lit-Telephone Interpreting Service fuq 131 450 u itlobhom biex jikkuntattjaw Penrith City Council f'ismek fuq (02) 4732 7777. Jew ejja l-Kunsill u itlob għal interpretu.
PERSIAN	اگر نمی توانید این مطلب را بخوانید، لطفاً به خدمات ترجمه تلفنی به شماره 131 450 زنگ بزنید و از آنان بخواهید با شورای شهر پنریت Penrith City Council به شما تماس بگیرند. یا اینکه به شهرداری Council آمده و مترجم بخواهید. (02) 4732 7777
SINGHALESE	ඔබට මෙය කියවීමට නොහැකි නම්, කරුණාකර දුරකථන අංක 131 450 ඔස්සේ දුරකථන පරිවර්තන සේවාව (Telephone Interpreting Service) අමතා ඔබ වෙනුවෙන් දුරකථන අංක (02) 4732 7777 අමතා පෙන්රිත් නගර සභාව (Penrith City Council) හා සම්බන්ධ කර දෙන ලෙස ඉල්ලා සිටින්න. නැතිනම් නගර සභාව වෙත පැමිණ හානා පරිවර්තකයකු ලබා දෙන ලෙස ඉල්ලා සිටින්න.
TAMIL	இதை உங்களால் வாசிக்க இயலவில்லை என்றால், 'தொலைபேசி உரைபெயர்ப்பு சேவை'யை 131 450 எனும் இலக்கத்தில் அழைத்து 'பென்ரித் நகரவையுடன்' (02) 4732 7777 எனும் இலக்கத்தில் உங்கள் சார்பாக தொடர்பு கொள்ளுமாறு கேளுங்கள். அல்லது நகரவைக்கு விஜயம் செய்து உரைபெயர்ப்பாளர் ஒருவர் வேண்டுமெனக் கேளுங்கள்.
VIETNAMESE	Nếu quý vị không thể đọc được thông tin này, xin liên lạc Dịch Vụ Thông Dịch Qua Điện Thoại ở số 131 450 và yêu cầu họ thay mặt quý vị liên lạc với Hội Đồng Thành Phố Penrith ở số (02) 4732 7777. Hoặc hãy tới Hội Đồng và yêu cầu có thông dịch viên.

Contact:	Penrith City Council Civic Centre 601 High Street Penrith NSW	Telephone: 02 4732 7777 Facsimile: 02 4732 7958 Email: pencit@penrithcity.nsw.gov.au
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