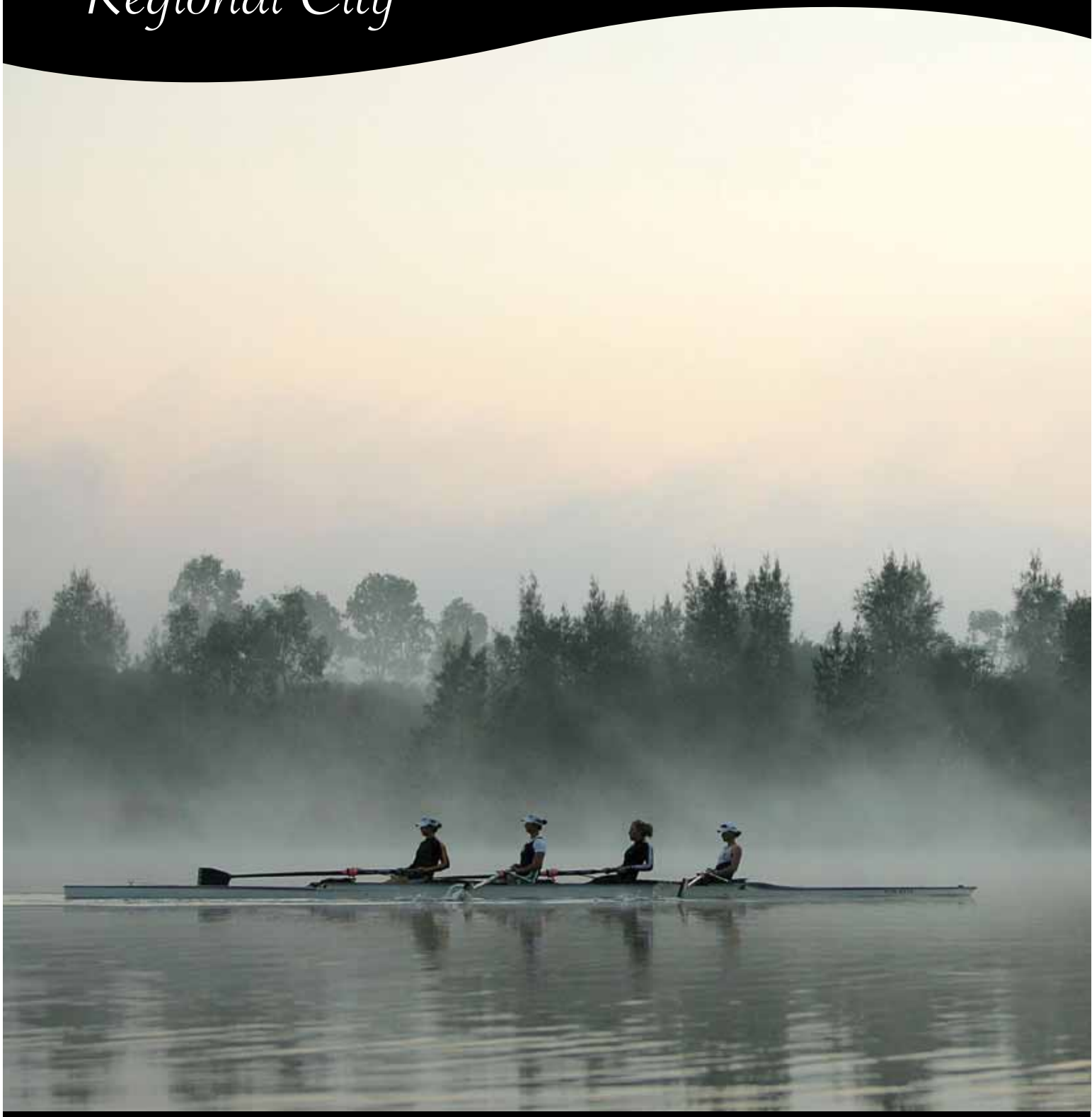


Penrith

Regional City

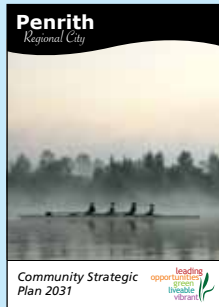


Community Strategic Plan 2031

leading
opportunities
green
liveable
vibrant

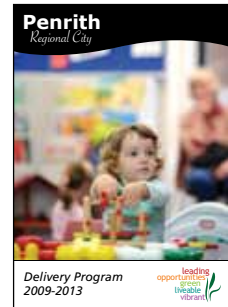


Strategic Planning Framework



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

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



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

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



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

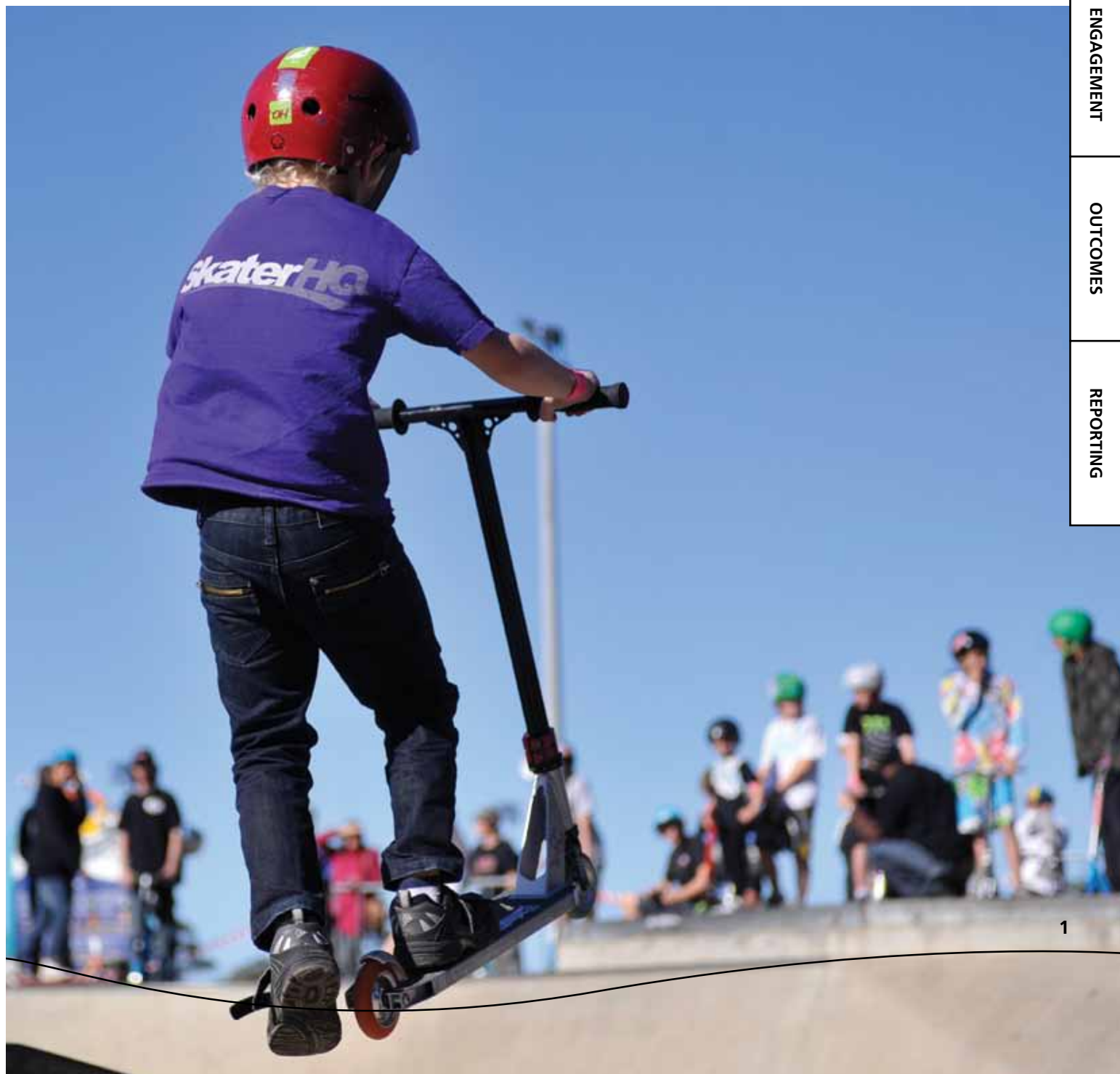
There is more information on how the documents work together, and how we will measure our success, on pages 18-21 of this Community Strategic Plan.

Welcome

This document, the **Community Strategic Plan**, is your plan for the City's future. It outlines what you, our communities, have told us you want to see in the City as it grows over the next twenty or so years.

As the 'big picture' plan for the City, the Community Strategic 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 are not within Council's direct control. The Community Strategic Plan recognises that others in our communities (individuals, businesses, governments and agencies) can also contribute to future outcomes.

To work out what you felt were the most important things to focus on, there have been a range of engagement activities, including the 'City Futures' Forum, surveys, focus groups, and more. More information on our consultations can be found in the **Community Engagement Strategy**, which accompanies this Community Strategic Plan.



Our City

The past 30 years have seen Penrith evolve from its traditional rural origins on the fringe of metropolitan Sydney to a dynamic regional city in its own right, home to proud and involved communities.

In 2005 the State Government named Penrith, along with Parramatta and Liverpool, as Regional River Cities in its 25 year planning framework. This recognised both Penrith's traditional role in catering to a population catchment well beyond our geographic boundaries, and the enormous potential the City has in supporting the future needs of Sydney's biggest growth corridor.

Penrith City will need to accommodate 25,000 new dwellings and 40,000 new jobs within the next 25 years to meet the needs of its growing communities. Council's priority is to ensure this growth is accompanied by investment in infrastructure to ensure all the attributes that attract people to Penrith are protected or enhanced, and future growth is supported by good public transport and community facilities.

Penrith residents choose to live here for the lifestyle benefits of our vibrant, passionate communities, organised sports, major facilities and services, health and educational opportunities, clean air and large areas of native bushland, parks and reserves for passive and active recreation.

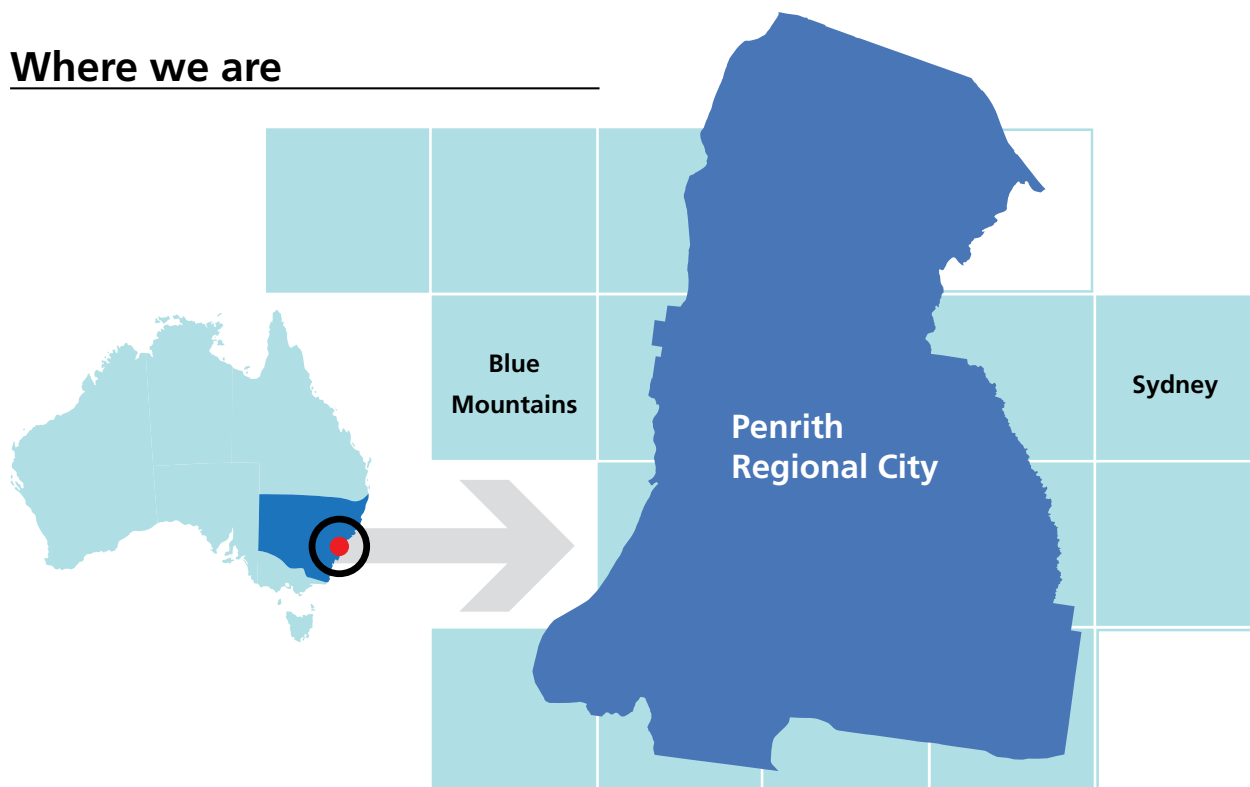
We're only 55 minutes from the City but a lifestyle apart, offering friendly residential neighbourhoods and an increasing range of cultural and entertainment experiences alongside essential facilities such as a respected university, major teaching hospital, substantial retail sector and growing commercial development and businesses.

Most importantly, it is Penrith's unique qualities that are its strength. The City is distinguished by its natural setting, with its western edge defined by the flow of the Nepean River and the rising backdrop of the Blue Mountains. Historical rural landscapes and natural bushland areas characterise the City, and surround its urban neighbourhoods.

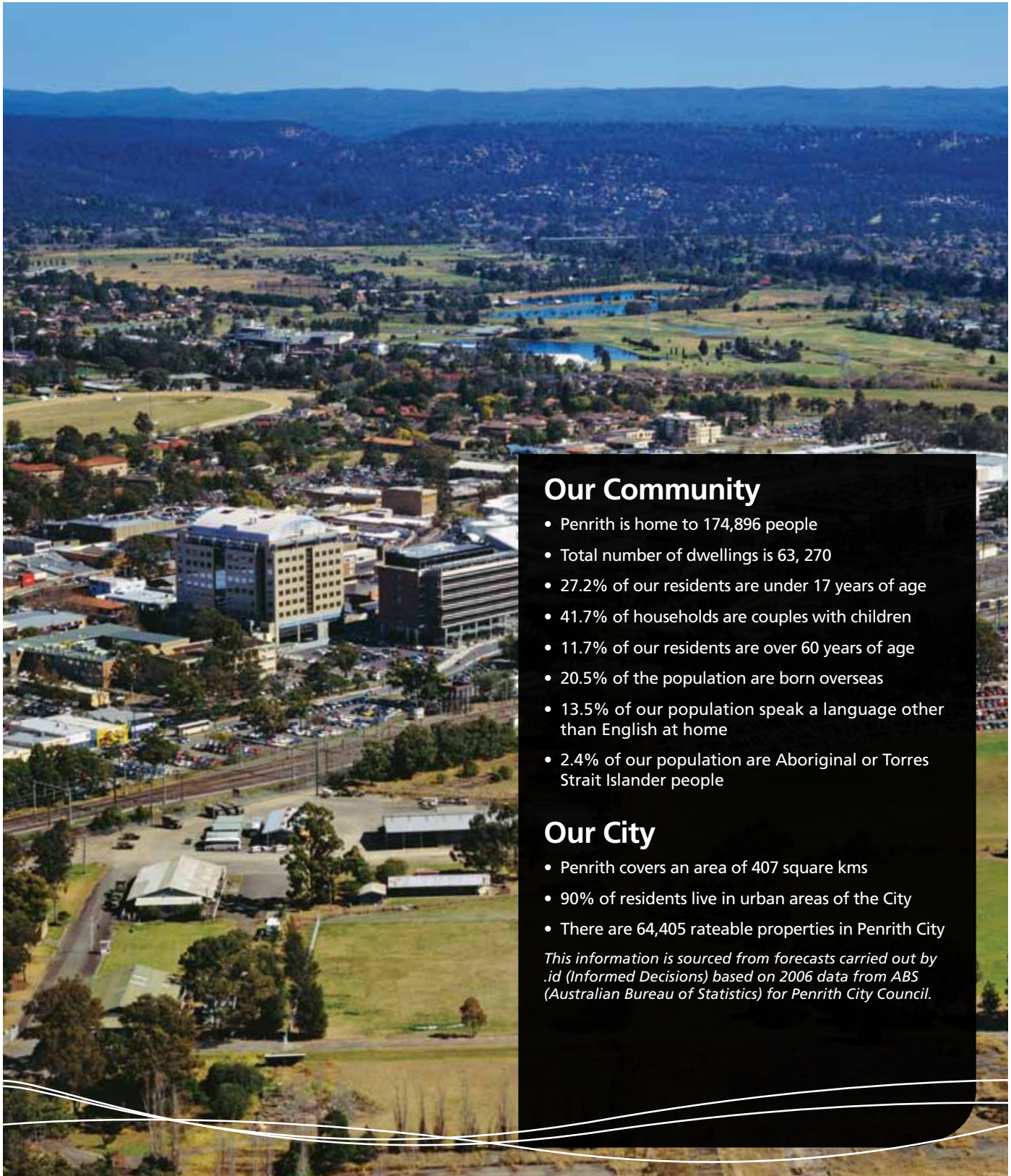
Penrith has kept its identity and sense of place as it has grown. As the City has matured as a place, its communities have also developed and diversified. Today we are a large and vibrant community in a beautiful natural setting, with an egalitarian culture that embraces and encourages self reliance, responsibility and new ideas.

The coming years, with well-managed growth, will see the City flourish as a creative, dynamic, diverse place – a magnetic place of first choice for residents and visitors alike in Sydney, able to compete on a national stage.

Where we are



Who we are



Our Community

- Penrith is home to 174,896 people
- Total number of dwellings is 63, 270
- 27.2% of our residents are under 17 years of age
- 41.7% of households are couples with children
- 11.7% of our residents are over 60 years of age
- 20.5% of the population are born overseas
- 13.5% of our population speak a language other than English at home
- 2.4% of our population are Aboriginal or Torres Strait Islander people

Our City

- Penrith covers an area of 407 square kms
- 90% of residents live in urban areas of the City
- There are 64,405 rateable properties in Penrith City

This information is sourced from forecasts carried out by .id (Informed Decisions) based on 2006 data from ABS (Australian Bureau of Statistics) for Penrith City Council.

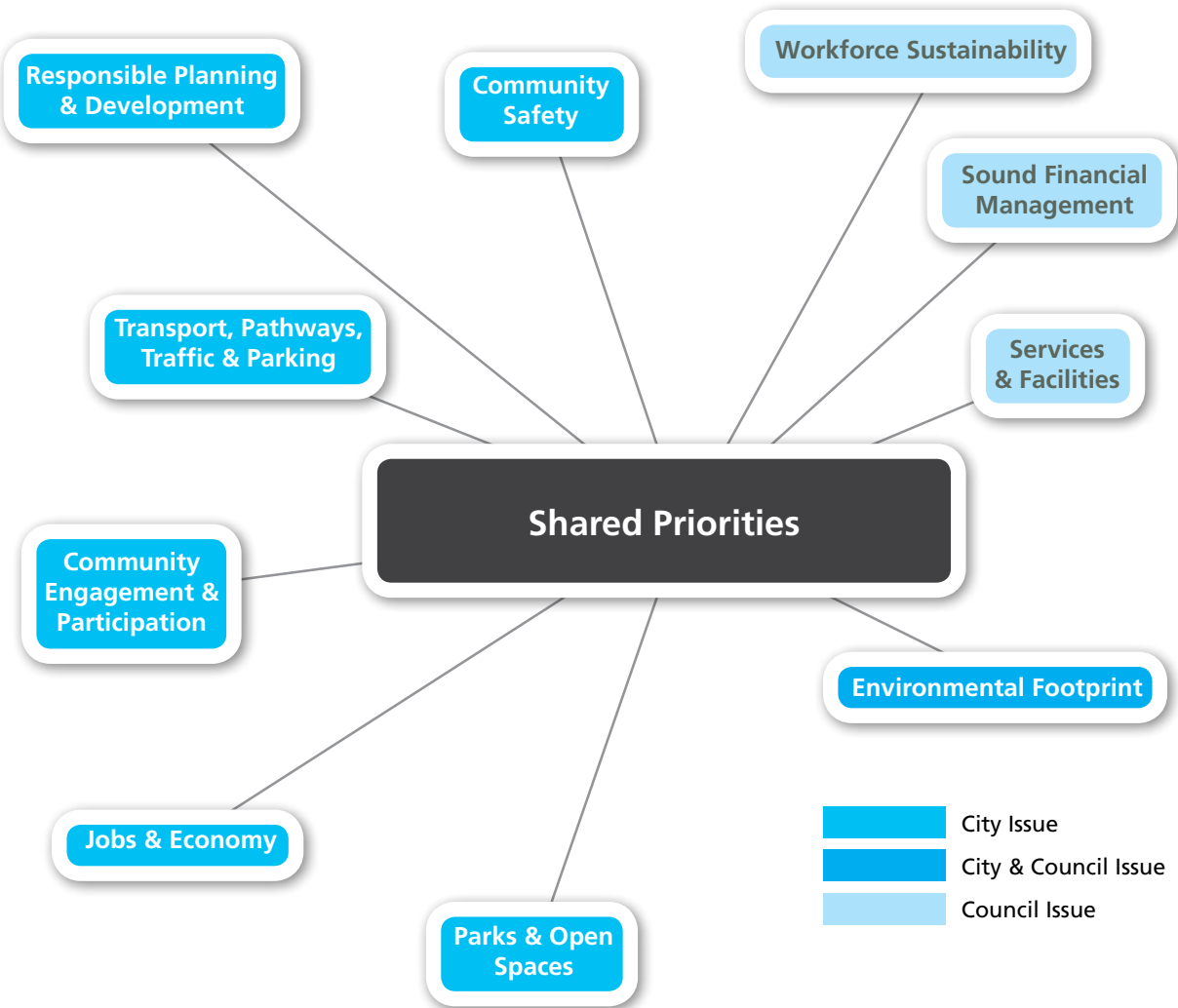
Our Priorities

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

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

As part of our commitment to continual improvement, in early 2009 Council engaged independent consultants, Banarra, to undertake a materiality review. We wanted to make sure our reporting focused on those issues that are of the greatest concern to our communities, our organisation and other key stakeholders. The process was also a timely opportunity to verify the outcomes of the extensive community and stakeholder engagement we undertook in preparing our Strategic Plan 2031 and Delivery Program 2009-2013.

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



Our Stakeholders



Our Communities

The messages from our communities are clear. Our people want a Regional City that is the focus of a sustainable and prosperous region, with local jobs and training. They want to see our harmony of urban, rural and natural places enhanced, and our City's river and environments protected. Our communities want access to the services and facilities they need, better public transport, safe roads, and a network of shared pathways. They want a choice of quality houses and active, healthy lifestyles. They want to feel safe, and proud of their neighbourhoods, and to be part of communities that are welcoming and creative. People want our City and its communities to be resilient, and to look forward to a sustainable and secure future for themselves and their children.

INTRODUCTION

ENGAGEMENT

OUTCOMES

REPORTING

A City with 'local work, so it costs less to travel, and I can spend more time with my family'

A City with the lifestyles and houses I want, as my family grows and changes

A real regional City – 'Manhattan by the River'

A City with 'rural areas, lots of agriculture, and fresh local food'

A 'bigger and better' City with 'lots of things to do and places to go'

A City that will cope with a changing future 'more storms, floods and heat, and more stress'

A City that is 'welcoming, friendly and creative'

'Cool down Penrith – green buildings and roof gardens'

A City with well-designed buildings that 'are us, not anywhere'

Our Council

Our communities want to see leadership from Council, and responsibility in managing its finances and assets. Our communities want Council to speak out for Penrith and the region, and make sure all levels of government plan responsibly for the City's future. Our communities want us to involve and inform them and respond to their issues. They want us, as an organisation, to behave ethically, be responsible and encourage accountability and transparency.

Each of the three spheres of government in Australia (federal, state and local) has different roles and responsibilities in the funding and delivery of services to our communities. There are some services that all local councils must provide, and some that councils can choose to make available to their communities.

As a leader, Council embraces a role that extends far beyond the direct provision of services. Council actively drives an advocacy agenda for the region, focussing on an equitable allocation of resources from the State and Federal Governments. Council has a number of key roles in working towards a sustainable future City with healthy and resilient communities – leader, advocate, custodian, facilitator, educator, regulator and service provider.

There is more information on Council's key roles on page 22 of this Community Strategic Plan.

A Council that 'makes the case' for Penrith and our region, to get more funding and local jobs and better transport

A leading Council that 'breaks new ground' in sustainability and innovation

A Council that gives us information, and involves us in planning for the City

A Council that is effective in delivering services, and managing its finances

A Council that has integrity, with staff that behave responsibly and professionally



a leading City

Community ideas & aspirations

Context

Our City is unique, and we like how it is, with the river, the mountains backdrop, our natural places and rural areas.

If our City's centres had all the services we need, and more entertainment choices, we wouldn't have to travel.

We need to 'cool down' Penrith, with buildings designed for our local climate. We need gardens on roofs, and drought resistant trees along our cycleways and footpaths for shade.

We would like to know where the new houses will go, and how our community facilities, parks, roads and public transport will cope. We want places for our kids to live near us, but we want our City to keep its identity.

We want good services, but can't afford to pay too much, as we're still juggling the costs of a growing family and a big mortgage.

We trust our Council to be responsible, and just 'get on with it' for the good of Penrith.

The City of Penrith is an urban place, in a rural setting, with a unique natural environment. The City has grown from its traditional rural history to become a Regional City, which is a growing centre of commerce, education, health and government services, recreation, entertainment and cultural activity.

Council can build on the City's identity and sense of place – its strengths – by attracting investment, businesses and organisations that focus on health and wellbeing. To grow, the City must be recognised as a sustainable place of the future in which to invest, work and live.

Objective from Penrith's Principle 1

We demonstrate leadership, foster resilience and tenacity, and encourage innovation

Measuring our success

- The City and Council are recognised as leading and innovative

Extreme weather events are becoming more common, with longer periods of hot days, high winds and low rainfall leading to fires and droughts. Storm, winds and heavy rainfall lead to erosion and widespread flooding. These events affect our human and ecological health, damage property and infrastructure, increase insurance premiums, and affect investment. Understanding our vulnerability to climate change, through well researched, evidence based information helps us adapt and respond to protect the City's people, places and assets.

Planning for our City must address our communities' social, environmental and economic needs into the future and deliver the services and facilities of a Regional City. Over the next 20 years, Penrith will increase by another 50,000 people and around 25,000 new homes. Our growing communities will need about 40,000 additional jobs to have a greater chance of working locally. The City will rely on effective public transport that provides an integrated network of local and regional bus and train connections, linked also with shared paths and cycleways. Promoting a compact City will also protect the landscape values and rural activities of our City's rural lands.

Objective from Penrith's Principle 1

We plan responsibly for now and the future

Measuring our success

- Council's plans and strategies respond effectively to the City's future needs

Council is required to be socially, environmentally and financially responsible. It must conscientiously manage its resources and financial capacity. It has to manage ongoing professional skills shortages as well as the potential loss of corporate knowledge, productivity and continuity as many staff retire over the next 10 years.

Council has an annual budget of around \$190 million, and a significant portfolio of infrastructure with a current 'as new' replacement value of \$1.3 billion. As the City grows there will be more assets to look after. A balance is needed between expectations, priorities, resources and capacity. An increase in assets has to be matched by more funding, reduced service quality, or by focussing resources on fewer services.

A strong and resilient community depends on people taking responsibility for their own actions and behaving ethically. Good corporate governance is critical to Council's future as an organisation, and minimises the risks of corrupt or unethical behaviour, fraud and unprofessional conduct. This relies on an appropriate culture, proper systems, orderly allocation of resources, and risk management processes. Council, as a leader in its City and in the broader region, is committed to accountability, transparency, and good governance.

Objective from Penrith's Principle 10

We demonstrate accountability, transparency and ethical conduct

Measuring our success

- Council maintains a strong financial position
- Council is recognised as a leading asset manager
- Council is recognised as a leading employer
- Council is recognised as an accountable, transparent and ethical organisation

INTRODUCTION

ENGAGEMENT

OUTCOMES

REPORTING

Community Outcomes

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

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



Provide a long-term vision for cities based on sustainability; intergenerational, social, economic and political equity; and their individuality

Penrith's Principle 1

Enable continuous improvement, based on accountability, transparency and good governance

Penrith's Principle 10

INTRODUCTION

ENGAGEMENT

OUTCOMES

REPORTING

Strategic Responses

As an individual, I can:

- have my say, by joining in discussions about our lives, our places, and our future
- encourage responsible and ethical behaviour in our City and communities.

As key partners in the City, we can:

- work with Council to deliver our commitments, and respond to the City's needs
- work with the City, its communities and Council to achieve shared goals
- demonstrate responsible and ethical behaviour.

As a leader, advocate, facilitator and educator in the City, Council will:

- share aspirations and work together to grow Penrith as a Regional City
- respond to the effects of climate change on our region
- build our City's future on the principles of sustainability.

As an organisation, Council will:

- demonstrate our leadership, and encourage innovation
- deliver services for the City and its communities, and maintain our long term financial sustainability
- champion accountability and transparency, and responsible and ethical behaviour
- base our decisions on research, evidence, and our responsibility to anticipate harm before it occurs.

What Council will do

a City of opportunities

Community ideas & aspirations

Context

Our City and region needs more jobs. We need local training and education so our children are skilled up for the jobs of the future.

We want jobs closer to home, so we can spend more time with our families.

We like where we live, and want our children and grand-children to be able to afford to live here too. And we don't want to move, just because we are older and need more help at home.

Our residents want to work closer to home and have a strong, diverse economy that provides job security and choice now and for their children. Of our 81,000 employed local residents, nearly 30,000 work in Penrith and another 36,000 in the Western Sydney region. Our population is growing faster than the number of jobs available in the region, so residents will have to travel longer distances (increasing travel costs, time away from family) to find work. Penrith has significant manufacturing, agricultural, educational, tourism and recreation sectors.

In the future, as a Regional City, Penrith is expected to be a focal point for regional transport, jobs and services. As the principal gateway to Sydney from Western NSW, and geographically well positioned to service both the North West and South West Growth Centres, the City's catchment could extend to more than 900,000 people over the next two decades. To be a sustainable region, our employment base also needs to diversify so that our current reliance on manufacturing is strengthened by growth in other sectors. The region needs to focus on promoting the industries involved in health and wellbeing, logistics, sustainability, arts/culture and communication, and innovation in manufacturing.

People choose to live here for the lifestyle including friendly neighbourhoods and cultural experiences, together with essential services and facilities such as a respected university, major teaching hospital, substantial retail sector and opportunities for work and business. Making sure that our residents have equitable access to the basic needs of life, including income, affordable housing, services, education, information, and a safety net where it is needed, is fundamental to building resilience and capacity in our communities.

Objective from Penrith's Principle 2

We have access to what we need

Measuring our success

- More residents have jobs in the region
- More people are satisfied with Council's provision of services

Our City is expanding. Some of the changes are good, but where are the services to support our growing communities?

We are coming from behind anyway – how do we get the services that other areas already have, let alone what we need?

We want to have a say in Council's programs – like where play equipment and footpaths are needed most.

Under the State Government's strategies Penrith, together with five other principal growth councils in Western Sydney, will be responsible for delivering 43% of the new houses and 41% of the new jobs Sydney needs by 2031. These areas absorbed much of Sydney's growth over recent decades, without the support of adequate infrastructure such as public transport and roads, education, hospitals or social services to meet community needs. These areas will experience further disadvantage with future growth unless significant infrastructure is in place to meet the needs of their new and existing communities. Council will continue to advocate for the state and federal governments to take greater responsibility for addressing the region's infrastructure backlog and future needs.

Council is committed to involving our communities in making decisions about the City's future, how assets are managed, and levels of service. Everyone should have opportunities to play an active role in their communities, and participate in making decisions on their future. Information to support that participation and decision-making should be well-researched and clear, with responses based on transparent positions. To achieve this, Council needs to provide information, create opportunities for our communities to participate, and respond to their issues.

Objective from Penrith's Principle 7

We have a say in our future

Measuring our success

- More people are satisfied that Council is advocating effectively for the City and its communities
- More people are satisfied with their opportunities to participate

INTRODUCTION

ENGAGEMENT

OUTCOMES

REPORTING

a City of opportunities

Community Outcomes

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

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



Achieve long term economic and social security

Penrith's Principle 2

Empower people and foster participation

Penrith's Principle 7



Strategic Responses

As an individual, I can:

- play an active role in my community.

As key partners in the City, we can:

- work with Council to boost investment in the City and deliver local jobs and affordable housing
- provide the City's services and facilities equitably, and ensure they can be accessed by those in need.

As a leader, advocate, facilitator and educator in the City, Council will:

- facilitate a diverse economy, sustainable businesses and secure employment base
- base the provision of services and facilities on principles of social justice and equity
- encourage housing that provides choice, achieves design excellence and meets community needs
- advocate for the employment, transport and infrastructure to ensure the region is sustainable
- engage our communities by creating opportunities for participation, listening, providing information and responding.

What Council will do

INTRODUCTION

ENGAGEMENT

OUTCOMES

REPORTING

a green City

Community ideas & aspirations

Context

Walking down the main street, we can see trees and hills and sky and open space. We're connected to our environment. That's what we like about Penrith.

Our river makes our City special. We want to enjoy it.

Penrith's unique qualities are its strength. Council values our City's natural setting, with its western edge defined by the flow of the Nepean River and the rising backdrop of the Blue Mountains. Historical rural landscapes and natural bushland areas characterise the City and surround our urban neighbourhoods. Biological diversity is necessary to maintain quality of life (air, water, land and energy). Biodiversity-rich habitat corridors support ecosystems, protect water quality and encourage movement of flora and fauna within the region. Healthy waterways also play a vital role in our environment, supporting our ecosystem, supplying drinking water, maintaining agriculture, tourism and other businesses. The City's waterways and 'green' corridors also provide important natural landscapes and recreational places for the community.

Objective from Penrith's Principle 3

Our natural habitats are healthy

Measuring our success

- The health of the Nepean River is improving
- There is no overall loss in the City's biodiversity network

We want Penrith to be ... greener ... more sustainable ... eco-friendly ... a garden City ...

What about neighbourhood solar banks?

We want our houses designed to use less water and energy, but how do we make it happen?

We need our businesses and industry to become 'green' and use sustainable energy systems.

Maybe we could have more flexible working hours, or siestas, in summer to cut down on air-conditioning.

The ecological footprint of our City, in terms of food production, would be many times its actual size. A recent estimate suggests that the ecological footprint of the Western Sydney region is at least 12 times the area it actually covers. Unless renewable sources of energy and water can be more widely introduced, the City is likely to face further water controls and shortages, and energy 'brown outs' in future. The City's natural areas, together with its river and creeks, contribute to the 'cooling' of the region, by providing shade and moisture air through transpiration. Losing our natural areas, or pollution of our waterways, will affect the City's health. By measuring Penrith's ecological footprint Council can assess how much our demand is exceeding our resource supply, and manage our natural resources and ecological assets more carefully. Measuring our footprint could also identify opportunities for Penrith or the region to become 'ecological creditors', providing economic incentives for activities such as local food production, and biobanking.

Council's portfolio of infrastructure and assets will increase along with the City's growing suburbs. Council is responsible for ensuring these assets meet community needs, are financially sustainable and in place for future generations. Council's assets need to be better designed and managed for the long term through 'best practice' design, construction and maintenance. Use of finite resources, operational and replacement costs need to be reduced.

Objective from Penrith's Principle 4

We use our resources wisely, and take responsibility for our levels of consumption

Measuring our success

- The City's ecological footprint is smaller
- Council's ecological footprint is smaller

Our City is special because of its rural qualities and character.

We need to secure areas for local food production, support our farmers, and reduce 'food miles'. It's also healthier for us.

Agriculture in the Sydney region is worth around \$1 billion, which is about 12% of the State's rural production on less than 1% of its land. In 2003, Penrith was contributing about 10.4% of that value, through intensive horticulture (market gardens, nurseries, hydroponics, mushrooms), extensive horticulture (fruit, vineyards, turf), and animal farming (grazing, horses, dairy cattle, poultry eggs and meat, bees).

Promoting a compact City by encouraging limits to Penrith's urban growth protects the landscape values and agricultural activities in our City's rural lands. It encourages a focus on how our productive rural lands can bring future benefits. Protecting viable agricultural activities also keeps our employment base diversified, and secures fresh local food for our residents.

Objective from Penrith's Principle 9

We encourage sustainable production and technologies

Measuring our success

- There is an increase in sustainable agricultural activities

INTRODUCTION

ENGAGEMENT

OUTCOMES

REPORTING

Community Outcomes

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



Recognise the intrinsic value of Penrith's biodiversity and natural ecosystems, and protect and restore them

Penrith's Principle 3

Enable Penrith's communities to minimise their ecological footprint

Penrith's Principle 4

Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management

Penrith's Principle 9

INTRODUCTION

ENGAGEMENT

OUTCOMES

REPORTING

Strategic Responses

As an individual, I can:

- contribute to reducing the City's ecological footprint by using less energy and water and travelling less by car.

As key partners in the City, we can:

- work with Council to protect and conserve the river, waterways and catchments, and natural environments.

What Council will do

As a leader, custodian, facilitator, educator and regulator in the City, Council will:

- work with others to protect and conserve the river, waterways and catchments, and natural environments
- protect the landscape values and productive capacity of the City's rural lands.

As an organisation, Council will:

- work to reduce the organisation's ecological footprint
- respond to the impacts of climate change, by mitigating and adapting what we do
- protect and conserve the natural areas under Council's responsibility.

a liveable City

Community ideas & aspirations

Context

INTRODUCTION

We need an integrated network, with fast rail links to key centres. And lots more commuter parking.

We should limit cars in the main street, and make it nicer for walking and cycling.

We need more parking at the edges of the City's main centres, and a shuttle bus to get around.

More transport options – dedicated bus lanes and more buses, trams, light rail ... and footpaths and cycleways.

Planting more street trees will provide shade, and cool down our suburbs.

ENGAGEMENT

OUTCOMES

REPORTING

Car ownership in Penrith is higher than the Sydney average, and residents use their cars for most of their travel needs. With many employment centres being some distance from public transport, and dispersed across the City and region, cars are often the only option to access jobs. Accessibility is a particularly significant issue in the City's rural areas, as public transport is extremely limited and distances are too great to encourage more active modes such as walking or cycling.

The City is not served by an effective public transport network, with only 28% of the City within 400m of a bus stop, and poor frequency of both bus and train services. Improvements needed across the City and the region include relieving congestion on the main arterial roads, better bus services, integrated bikeways that connect key activity nodes, integrated intra-regional transport networks (strategic bus corridors and transit ways), and expansion of the rail passenger and freight network, including a north-south rail link. Public transport options become more viable as the residential or employment densities in a city increase. Concentrating most of the City's projected future residential growth around existing local centres will provide opportunities to improve and build on the existing public transport system.

The City's footpath network currently provides limited connections between residential areas and key facilities and services. Walking and cycling infrastructure to schools is missing in many areas, and there is a lack of facilities at railway stations and key centres to support cycling as a viable transport option.

There are 1,150 km of roads and 360km of footpaths in the City. Council also maintains over 230 community buildings, and a significant drainage system. All of these assets must be constructed, managed and replaced in a financially responsible way. Regular maintenance extends the life of buildings, roads, footpaths and drainage networks, and saves money on reconstructing them. Every new asset in the City brings with it a responsibility to fund its ongoing maintenance.

Objective from Penrith's Principle 5

Our physical infrastructure is adaptable, and responds to changing needs

Measuring our success

- More people are satisfied with access in and around the City
- More people are satisfied with the City's infrastructure

I like my neighbourhood, but sometimes I don't feel safe at night.

We need more parks and recreational facilities.

Community gardens would bring people together, give us fresh food, and help our environment.

Our community buildings should be sustainable.

The City has 426 hectares of parks and 274 hectares of natural areas under Council's care. There are 78 public toilets and amenity blocks.

The quality of the streets, parks and public spaces affects everyone's daily life and directly contributes to their wellbeing or sense of the City's 'liveability'. Quality public spaces are where people have some ownership. Sustainable and inclusive neighbourhoods are those where people want to use local parks, walk in local streets and use public meeting places and leisure spaces. Activities directly affect our perception of the public space, because where people choose to stay in spaces rather than hurrying through, the space seems more 'liveable'.

The City also has 104 sporting fields, two swimming complexes, 45 tennis courts, one recreational centre and one Whitewater Stadium. There are 22 neighbourhood and community centres and 11 public halls.

Excellent recreation and leisure facilities and programs encourage communities to be active and healthy. Quality neighbourhood centres can also build a sense of belonging by supporting local social interactions, networks, and community activities.

Objective from Penrith's Principle 5

Our public spaces encourage safe and healthy communities

Measuring our success

- More people are satisfied that the City's public spaces and parks are easy to access, safe and well-maintained
- More people are satisfied with the City's community and recreation facilities and programs

Community Outcomes

A City with

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



Build on the characteristics of ecosystems in the development and nurturing of a healthy and sustainable Penrith
Penrith's Principle 5

Strategic Responses

As an individual, I can:

- use my car less, and walk or cycle more for local trips
- be more active.

As key partners in the City, we can:

- work with Council to deliver our infrastructure commitments, and respond to the City's needs
- plan ahead, to provide timely responses to the City's growth and needs.

What Council will do

As a leader, advocate and service provider in the City, Council will:

- lobby state and federal government to ensure the City has an effective public transport network
- provide a safe, efficient local road network
- implement effective traffic and parking responses
- improve the City's footpath and cycleway network
- provide well-maintained community buildings
- improve the City's drainage network
- provide safe, well-maintained public spaces and parks
- provide community facilities and recreation and leisure programs that encourage healthy activity.

INTRODUCTION

ENGAGEMENT

OUTCOMES

REPORTING

a vibrant City

Community ideas & aspirations

Context

INTRODUCTION

As our regional City Centre, Penrith needs a 'heart' and a sense of arrival.

We enjoy doing things in the City, and like not having to travel. We just want choice – more things to do on weekends, and different places to go at night for a meal or entertainment.

Hubs for employment and neighbourhood activities in our local centres will support our growing communities.

More arts and cultural activities will help create local employment. We need more investment in the creative industries sector.

We want to be healthier – eat well, and be more active.

ENGAGEMENT

OUTCOMES

REPORTING

We want our communities and neighbourhoods to be connected, with people caring for each other, and a sense of belonging.

Community 'camp fires' and 'clan meetings' – helps build a sense of community ... like a village.

We are proud of our City. Our sense of identity and place is important to us.

Resilient communities are those with access to cultural opportunities to express themselves and contribute to community harmony and understanding. Cultural exchanges are important to bring new ideas and opportunities. The City's regional cultural facilities, together with the its many sporting groups, all provide opportunities for Penrith's communities to express their cultural values. A strong arts and cultural sector also supports the processes needed to express the identity of Penrith as both a Regional City, and a place where residents can feel a sense of belonging to a community. Penrith has a range of regional cultural and recreational facilities which clearly have an appeal that reaches beyond the City's residents.

The way people live in Penrith affects their health, through factors such as levels of physical activity, food choices, safety, social connection and participation, and exposure to pollutants. These are determinants of common health problems such as obesity, diabetes, heart disease, some cancers, depression, injury and asthma. Healthy people contribute to resilient communities.

Some think that Western Sydney is 'all the same' and doesn't offer, nor have the capacity to respond to, future opportunities. Council will need to work on creating a positive perception of the City's assets – both its people and places. To grow in future, the City needs to appeal to a wider audience and become more cosmopolitan. It will be important, as this growth unfolds, that Penrith does not lose its unique identity, and that special character that underpins the local community's sense of place and identity. Many vibrant cities around the world have demonstrated that a region's social, cultural, and economic strengths come from within. Encouraging businesses, development and even housing that build on the unique identity of our City is more sustainable over the longer term.

Objective from Penrith's Principle 6

We build on our strengths, value our heritage, celebrate our cultural diversity and foster creativity

Measuring our success

- More people feel that cultural diversity and creativity is valued and celebrated
- More people feel that the health and well being of our communities is encouraged
- More people feel that new development respects our identity and enhances our City

A cohesive City is supported by active communities, which not only shape the future but help with the inequities and issues of today – providing volunteer assistance in community organisations, working with cultural and recreation groups, and contributing to the public life of a community. There are many networks in the City, which have grown to foster opportunities for social interaction, economic partnerships, environmental concerns, and leisure activities. Strong and vibrant networks, partnerships and alliances benefit everyone who participates, and strengthens our communities, as people learn from each other.

Everyone should have opportunities to play an active role in their communities, and participate in making decisions about their future. People feel they have more influence about their local areas if they are engaged. This can contribute to their health and wellbeing, and their individual capacity to feel empowered and take responsibility for other areas of their life. Some in our communities may first need support, by facilitating access to basic needs such as education or child care to enable them to participate.

Objective from Penrith's Principle 8

We play an active role in our communities

Measuring our success

- More people are active in their neighbourhoods

Community Outcomes

A City with people and places that are inclusive, foster creativity, and celebrate diversity
design excellence that respects our local identity
opportunities to engage, participate and connect

A City that promotes health and wellbeing



Recognise and build on the distinctive characteristics of Penrith, including our human and cultural values, history and natural systems

Penrith's Principle 6

Expand and enable cooperative networks to work towards a common, sustainable future

Penrith's Principle 8



Strategic Responses

As an individual, I can:

- play an active role in my community.

As key partners in the City, we can:

- respect and value the City's identity, heritage and diverse communities.

As a leader, facilitator, educator and service provider in the City, Council will:

- encourage vibrant places in the City, and creativity, inclusivity and diversity in our communities
- support cultural initiatives that meet local needs and attract regional interest
- encourage the well-being of our communities
- promote good design, sustainable buildings and development that enhances our City
- enhance community strengths and capacity by supporting collaborative networks and partnerships.

What Council will do

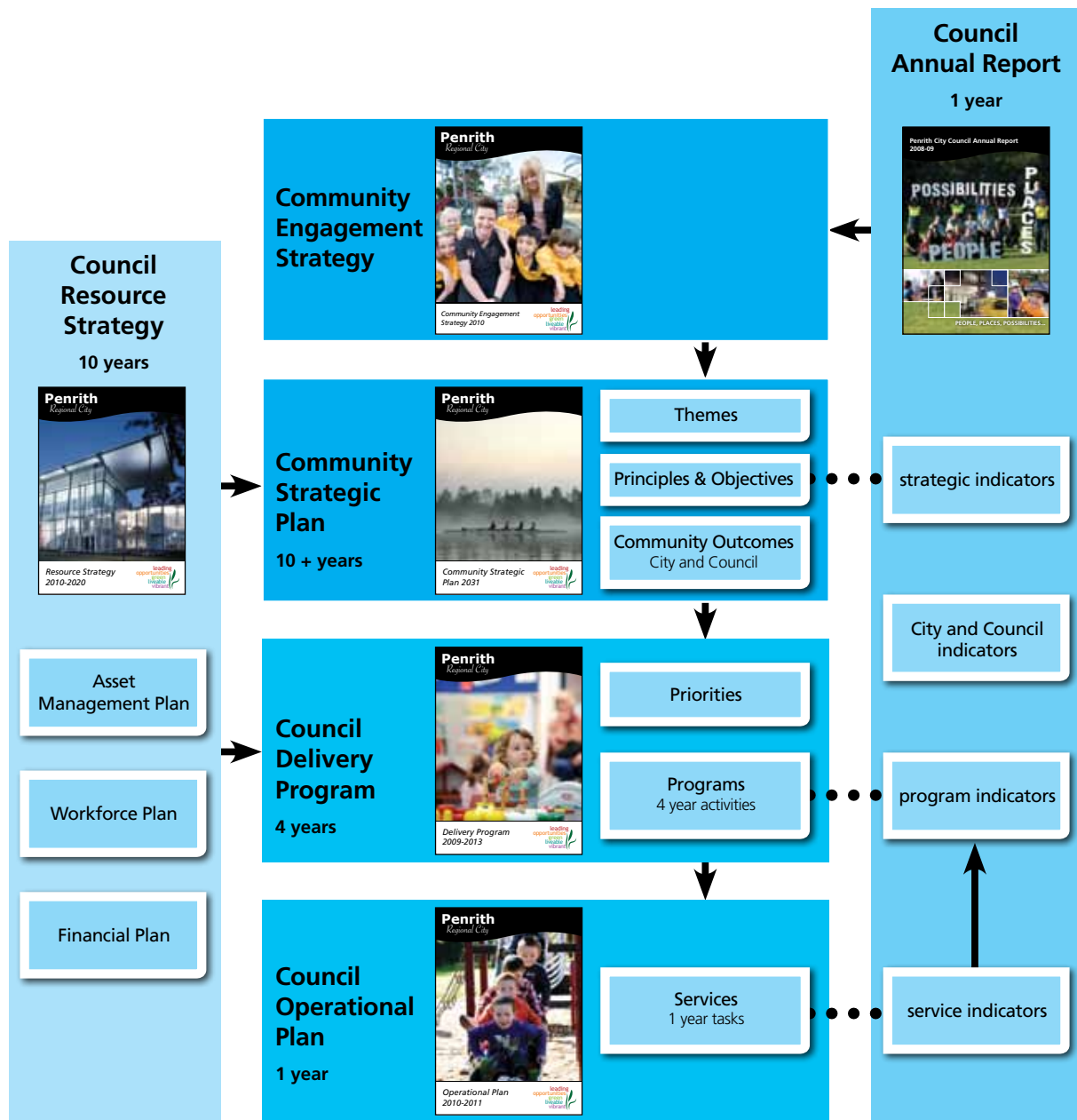
INTRODUCTION

ENGAGEMENT

OUTCOMES

REPORTING

How do the documents work together?



The **Community Engagement Strategy** outlines how Council has engaged with its communities and relevant stakeholders in developing and finalising the Community Strategic Plan. The Community Engagement Strategy ensures that Council, in developing and reviewing its Community Strategic Plan, encourages and supports the right of our communities to be involved and influence the City's future directions.

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

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

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

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

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

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

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

How will we measure our success?

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

The 'City' indicators, which were developed by Council about the City and our communities, focus on the Penrith's Principles for a Sustainable City. The 'Council' indicators are drawn from the internationally recognised Global Reporting Initiative (GRI). There is a broad suite of GRI indicators that can be applied to countries and organisations, so the most relevant for Council as an organisation have been identified. The City and Council indicators are referenced as follows:

City or Council	Reference	Numbering <i>(not all indicators are used)</i>
City indicators	PC	1 – 28
Council indicators	GRI – EC (<i>economic</i>)	1 – 9
	GRI – EN (<i>environmental</i>)	1 – 30
	GRI – HR (<i>human rights</i>)	1 – 9
	GRI – LA (<i>labour practices and decent work</i>)	1 – 14
	GRI – SO (<i>society</i>)	1 – 8
	GRI – PR (<i>product responsibility</i>)	1 – 9

Each year, Council's Annual Report provides a snapshot of our progress towards an environmentally, socially and economically sustainable City, and Council as an organisation. Council's performance, in managing its budgets and delivering programs and services, is also outlined in the Annual Report. The indicators described below all contribute to an overall picture of Council's performance and progress towards achieving the Community Outcomes.

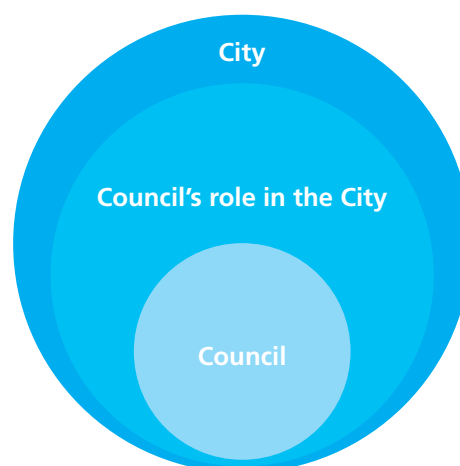
Name	What do the indicators measure?	How is it reported, and what period does it cover?
Community Strategic Plan		
Strategic indicators	Outcomes – progress towards achieving Community Outcomes	Progress Report <i>(every 4 years)</i> from outgoing Council
Council Delivery Program		
City & Council indicators	Outcomes – progress towards achieving strategic indicators Performance – implementation of agreed priorities and delivery of program activities	Annual Report <i>(every year)</i> July – June (financial year)
Program indicators	Outcomes – progress towards achieving strategic indicators Performance – implementation of agreed priorities and delivery of program activities	Report to Council <i>(6 months)</i> July – December January - June
Council Operational Plan		
Service indicators	Performance – delivery of agreed services	Report to Council <i>(3 months)</i> July – September October – December January – March

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

Council's roles

Council operates as an independent, statutory organisation, and is responsible for administering its local government area. The Local Government Act includes The Council's Charter, which identifies the matters councils need to consider when carrying out their responsibilities. While following this Charter, in reality councils do far more than this. They pursue their community's visions and ideas, provide leadership, and express local ideas and concerns about important issues to other levels of Government. A community also often looks to its council to protect it from potential natural dangers, and for support in times of need.

There are services that all councils must provide, and some which councils can choose to make available. Many services are also provided by different state and federal agencies, such as public transport, hospitals, and education. There are new policy approaches that influence or direct Council's responses, and legislation that affects the provision of current services. Council's roles extend beyond the direct provision of services to advocating for an equitable allocation of resources from the state and federal governments, and demonstrating, as a leader, its journey towards a more sustainable City. Penrith City Council has adopted the principles of sustainability to guide its decisions and actions. It is a commitment to ensure a higher quality of life for all - both now and in the future - through economic growth, environmental protection and social equity. Council has a number of key roles in working towards a sustainable future City with healthy and resilient communities:



Council as a 'Leader'

Council acts as a role model for others, through its own actions, strategic organisational responses and way of doing things. In its dialogue with the communities and other stakeholders, Council can act to draw together diverse interests and strive towards attaining greater consensus on sustainable outcomes for the City.

Council as an 'Advocate'

Council seeks to improve services, facilities and opportunities for the City and its communities, by lobbying agencies and other levels of government. In discussions with others, there are opportunities to reinforce Penrith's sense of identity and self reliance, and collaborate on achieving a more sustainable City.

Council as a 'Custodian'

Council acts as a guardian for the shared aspirations for Penrith's future, and a shared vision, which will guide our journey towards sustainability. Council's role as custodian includes caring for the City's people and places, both now and into the future.

Council as a 'Facilitator'

Council assists interaction amongst stakeholders, and forms strategic alliances aimed at promoting sustainability initiatives, focussing on elements including social, economic, environmental, cultural and governance, which demonstrate positive ways of moving forward.

Council as an 'Educator'

Council can play a fundamental role in educating the City's communities and other stakeholders in the long term benefits of sustainability and sound environmental management practices. A broad range of opportunities exists for Council to articulate its vision for a sustainable Penrith, and engender knowledge and interest in others.

Council as a 'Regulator'

Council has a statutory responsibility to implement legislative provisions such as energy and water reduction measures, waste management, sustainable development controls and environmental management, and other State Government requirements, which are aimed at achieving the long-term health of our environment.

Council as a 'Service Provider'

Council has a strong commitment to delivering the services needed by its communities, and ensuring that both City and Council resources are responsibly managed. Council's role as service provider aims to assist in building the long-term health of the City.



Penrith City Council

Acknowledgements

Design by www.vervestudio.com.au

Cover photo Getty Images.

Photos in report by Adam Hollingworth.

Proudly printed in-house at Penrith City Council on 100% recycled paper.

For more information contact Penrith City Council's
Strategic Planning team on 02 4732 8109

Penrith City Council, 601 High St, Penrith NSW 2750

Telephone: 02 4732 7777

Website: www.penrithcity.nsw.gov.au

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 131 450 (02) 4732 7777. أو يمكنك الحضور إلى المجلس وطلب ترتيب مترجم فوري لك.
CHINESE	如果您无法阅读这些文字，请致电 131 450 联系电话传译服务中心，请他们代您拨打 (02) 4732 7777 联系 Penrith 市议会。您也可以亲自到市议会来并要求获得口译服务。
GREEK	Αν δεν μπορείτε να το διαβάσετε αυτό, τηλεφωνήστε στην Τηλεφωνική Υπηρεσία Διερμηνέων στο 131 450 και ζητήστε τους να επικοινωνήσουν με το Δήμο Penrith (Penrith City Council) για λογαριασμό σας στον αριθμό (02) 4732 7777, ή ελάτε στη Δημαρχία και ζητήστε διερμηνέα.
HINDI	यदि आप इसे नहीं पढ़ पाते हैं, तो कृपया 131 450 पर टेलीफोन दुभाषिया सेवा से संपर्क करें और उनसे कहें कि वे आपकी ओर से पेनरथि सिटी काउंसिल से (02) 4732 7777 पर संपर्क करें. या आप काउंसिल आएँ और एक दुभाषिय 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 بزنید و از آنان بخواهید با شورای شهر پنریت Penrith City Council به شمار 02 4732 7777 از جانب شما تماس بگیرند. یا اینکه به شهرداری Council آمده و مترجم بخواهید.
SINGHALESE	ඔබට මෙය කියවීමට නොහැකි නම්, කරුණාකර දුරකථන අංක 131 450 ඔස්සේ දුරකථන පරිවර්තන සේවාව (Telephone Interpreting Service) අමතා ඔබ වෙනුවෙන් දුරකථන අංක (02) 4732 7777 අමතා පෙන්වන නගර සභාව (Penrith City Council) හා සම්බන්ධ කර දෙන ලෙස ඉල්ලා සිටින්න. නැතිනම් නගර සභාව වෙත පැමිණ හඟා පරිවර්තකයකු ලබා දෙන ලෙස ඉල්ලා සිටින්න.
TAMIL	இதை உங்களால் வாசிக்க இயலவில்லை என்றால், 'தொலைபேசி உரைபெயர்ப்பு சேவை'யை 131 450 எனும் இலக்கத்தில் அழைத்து 'பென்றித் நகரவையுடன்' (02) 4732 7777 எனும் இலக்கத்தில் உங்கள் சார்பாக தொடர்பு கொள்ளுமாறு கேளுங்கள். அல்லது நகரவைக்கு விஜயம் செய்து உரைபெயர்ப்பாளர் ஒருவர் வேண்டுமெனக் கேளுங்கள்.
VIETNAMESE	Nếu quý vị không thể đọc được thông tin này, xin liên lạc Dịch Vụ Thông Dịch Qua Điện Thoại ở số 131 450 và yêu cầu họ thay mặt quý vị liên lạc với Hội Đồng Thành Phố Penrith ở số (02) 4732 7777. Hoặc hãy tới Hội Đồng và yêu cầu có thông dịch viên.

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