

ATTACHMENT I

COMMUNITY PLAN

The background of the cover is a photograph of two children walking away from the camera in a grassy field. The sun is low on the horizon, creating a strong lens flare and silhouetting the children. The sky is a clear, deep blue.

PENRITH

COMMUNITY PLAN

PENRITH
CITY COUNCIL

STRATEGIC PLANNING FRAMEWORK



The Community Plan

The *Community Plan* identifies our community's long term aspirations for the City. It looks beyond the next ten years, setting out long term community outcomes and the strategies to get us there. Achieving these outcomes will require strong leadership from Council, working with our partners, to grow our Regional City into the future.

The Community Engagement Strategy

The *Community Engagement Strategy* explains how Council engaged with our community and partners to develop the *Community Plan*.



The Delivery Program including the Operational Plan

The *Delivery Program* is Council's 4 year work program that helps implement the *Community Plan*. The *Delivery Program* (which now includes the 1 year *Operational Plan*) sets out the services, service activities and specific actions Council will deliver each year, and the annual budget.

The Resourcing Strategy

The *Resourcing Strategy* details Council's capacity to manage assets and deliver services over the next ten years. It has three key sections which show how Council will effectively manage its finances, workforce and assets.



The City Strategy

The *City Strategy* seeks to help build a sustainable future for the City and our community, by examining the key issues facing us over the next 10-20 years and outlining how Council will respond. The *City Strategy* includes issues that are not within Council's direct control. The issues and policy responses in the *City Strategy* inform the *Community Plan* and Council's 4 year *Delivery Program*.

Council reports regularly on our activities and spending. We report quarterly on the budget and six monthly on our progress on the activities and tasks in the 4 year *Delivery Program*. The *Annual Report* summarises our progress and financial position each year. The *End of Term Report* is prepared once every 4 years on behalf of the outgoing Council, and outlines our achievements and challenges over the Councillors term in office.



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.





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A vibrant photograph of a park scene. A large, leafy green tree dominates the center, with its branches spreading out. In the foreground, two people are sitting on the grass, looking at a book or map. A paved path winds through the park, with several people walking along it. In the background, a modern building with large glass windows and a white structure is visible. The overall atmosphere is bright and lively.

COMMUNITY VISION STATEMENT

A sustainable and prosperous Regional City with a harmony of urban and rural qualities.

MAYORAL MESSAGE



It gives me great pleasure to present this *Penrith Community Plan*, which outlines what you would like to see happen now and in the future, in our City. It outlines what our community told us you want to see in the City as it grows over the next 20 years or so. It sets out steps that need to be taken and who has a role to play in achieving our goals.

People in Penrith share a strong community spirit. Ours is a dynamic regional City with the space, the people and the vision to make things happen. There are exciting times ahead for the City, but we face many challenges in the years ahead to ensure sufficient jobs, services, facilities and infrastructure are provided in time to meet

the needs of a growing population.

This document has been developed through extensive engagement with residents, business people, community groups, stakeholders and other agencies over the past 12 months.

You told us that the top priorities for Penrith are more local jobs and making sure we have the infrastructure we need. Transport and access around the City, having safe and vibrant centres and neighbourhoods, and a healthy environment are also important.

Council strives to deliver the responsible management and leadership our community wants. However, as this *Community Plan* recognises, others in our community are vital partners in delivering the future our community wants.

Council will continue our ongoing commitment to community engagement and reporting regularly on our progress. I believe by working together we can achieve our vision of a *sustainable and prosperous*

Regional City with a harmony of urban and rural qualities.

Mark Davies
Mayor

OUR PRIORITIES

Our community told us that their key priorities were:

- **More local jobs**
- **Making sure that we have the services and infrastructure we need**



For Council in the next four years, this means:

- focussing on investment and growth in the City's key centres, Penrith Health and Education Precinct and Western Sydney Employment Area
- creating opportunities for activities on and around the Nepean River
- advocating for a stadium that is capable of hosting national and international events (entertainment and sport)
- working with government to secure the Penrith Lakes Parklands and participate in unlocking future development potential.

PENRITH REGIONAL CITY

A place like no other, Penrith is our people, our stories, our lifestyle, our industry and our environment.

Our people are our strength. We are a community of doers; we bring innovative thinking and new life to the region. We are driven by fresh possibilities and opportunities. Penrith has kept its identity and sense of place as it has grown, embracing and encouraging independence while valuing ties and partnerships, responsibility and new ideas.

We are proud and confident about who we are and where we're going. We have a vision for the future and we are making it happen. We were one of the first places in NSW to light our streets with electricity and by 1891 had our own electricity supply system. In 1909, we built Penrith Weir to ensure a permanent and secure water supply for our community.

We are connected to our land and value our natural, rural and urban environments. From the Nepean River to the historical rural landscapes and the rising backdrop of the Blue Mountains our places provide an ideal setting for our active and adventurous lifestyle.

We value relationships. We actively promote collaboration and partnering, and encourage teamwork. We want to build strong, diverse communities where everyone is respected and families are nurtured.

We are always looking for better ways to deliver our services, and build resilience. We are inventive and industrious in our work and participate in community life. We are optimistic about our future, courageous in our decision-making and determined to succeed.

Penrith is a dynamic regional City, ambitious and uncompromising about our aspirations and our potential. We are leaders with a far-reaching vision for our City. Our ability to think creatively and strategically will help us manage our growing community needs as we accommodate around 25,000 new dwellings and encourage the creation of 40,000 new jobs by 2031.



Penrith context

Penrith City is on the western edge of Sydney and covers 404 square kilometres. Around 80% of the City is rural and rural-residential. Agriculture, including poultry farms, orchards, market gardens and horse breeding, contributes \$64.6m to Penrith's economy. We supply cut flowers, Chinese vegetables and mushrooms to the Sydney markets. The City's two major commercial centres are Penrith and St Marys. Kingswood is emerging as a 'specialised' centre, focusing on health and education. Most of the City's urban area is residential, with some commercial and industrial land.

To effectively plan services and facilities to meet the needs of our community, Council needs to understand how people and places will change over time. The 2011 census data shows that our population is ageing, although Penrith still has a higher proportion of preschoolers and a lower proportion of people of post-retirement age than Sydney overall. As a Council, this means that we still need to plan for families, but must also ensure that our services and facilities support our older residents to be healthy and actively participate in their communities.

Our cultural diversity is growing, although we are still mainly an English speaking community. One in five people speaks a language other than English at home.

Our growing diversity is a strength for the future. More people are also choosing flats and apartments to live in. Council needs to plan for smaller and more affordable dwellings, and provide services that respond to changing lifestyles.

Our community is taking full advantage of educational opportunities, which help with future employment prospects. A skilled workforce will encourage investment and local jobs, and broader educational choice gives our residents better options when they look for work. Council supports local education and employment prospects by delivering services such as quality child care that help prepare children for school, and exceptional libraries that provide a community resource for information, learning and social connection.

184,681

Penrith is home to 184,681 people with a median age of 34 years

Aboriginal & Torres Strait Islander

3% of our community identify as Aboriginal or Torres Strait Islander

18.4%

18.4% of households speak more than one language at home, and 25.7% of residents were born overseas. The most common languages spoken at home are English 80.9%, Arabic 1.6%, Tagalog 1.0% , Italian 0.8% and Hindi 0.8%

55,000

Over 55,000 residents are engaged in formal education from preschool to tertiary education

Weekly Income

The median weekly personal income for 2011 was \$623

Under 19 and Over 60

21.7% of the population is under 14 years of age (with 29% of the population under 19 years).
15.1% of the population is over the age of 60 years.

COMMUNITY ENGAGEMENT



Council's *Community Engagement Strategy* and the *Community Plan* are built on the principles of social justice – equity, access, participation and rights. This means making sure that everyone has opportunities to be included, particularly people likely to be marginalised or in vulnerable situations.

The engagement program for this *Community Plan* included a range of tailored engagement activities to maximise community input. This included surveys, forums and focus groups as outlined below, together with social media and newspaper advertising.

The different activities were devised to reach and receive feedback from as many people in our communities as possible including different ages, cultural backgrounds and the diverse neighbourhoods that make up our City, particularly with groups Council has not regularly engaged in the past. Our engagement emphasised the importance of everyone being involved in setting directions for the City, now and in the future.

In total over 5,000 people participated in the engagement program, as detailed below.

City-wide survey	4623
Listening posts	400
Children's art activity	89
Youth (vox pops)	40
Seniors	95
Culturally and Linguistically Diverse (CALD) community meetings	40
Business Group Forum and GEN YQ Network Meeting	21
Aboriginal Sport Youth Group and Koori Cuppa Time	44
People with Disability meetings	7
Non-Government Organisations Community Breakfast	70
Community Groups Forum	25
Resident Focus Group	60
Resident On-line Forum	65
Key Partners Workshop	20



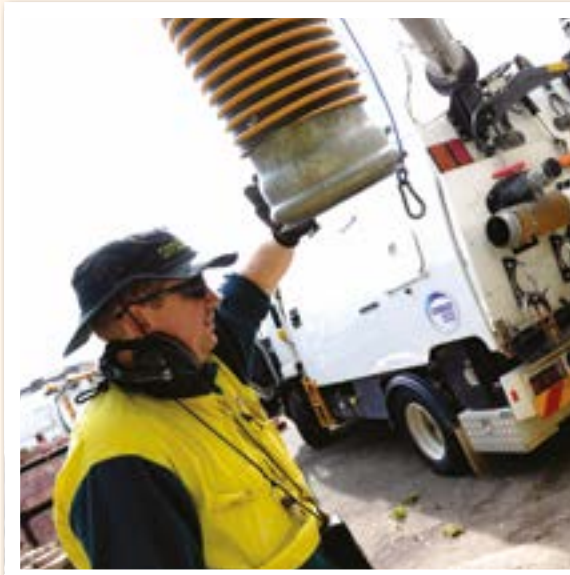
The key messages from our community which have guided the seven Community Outcomes in this Plan are:

What you said	Key message	Community Outcome
<ul style="list-style-type: none"> Create more local employment to reduce commute times for residents Creating jobs to keep the growing community working locally Creating sustainable employment close to where people live and create new land releases close to public transport Education and training for young people 	<p>Provide jobs, education and training opportunities close to home, particularly for business groups, community groups, young people and Aboriginal groups.</p> <p>The opportunity to live and work local was a key factor in retaining local residents.</p>	<p>Outcome 1</p> <p>We can work close to home</p>
<ul style="list-style-type: none"> Delay new development until the roads and infrastructure are in place Improving roads and infrastructure to cope with increasing population More housing options Better community services for all groups (i.e. health, transport, aged care, housing) Lobbying government for the services we need 	<p>Provide the infrastructure and services that are needed to support growth.</p> <p>Better community services such as health, transport, aged care and housing options were particularly issues for older people and community groups in the City.</p>	<p>Outcome 2</p> <p>We plan for our future growth</p>
<ul style="list-style-type: none"> Reduce traffic congestion at peak travel times Improve the availability and access of transport services and parking More footpaths and cycleways would encourage people to exercise Roads and public transport need major revamps 	<p>Improve roads, public transport, footpaths and cycleways. Young people and Aboriginal groups identified improvements to public transport and infrastructure as a priority. People with disability also emphasised the importance of linked share pathways and access improvements. Public transport and improving rural roads were priorities for the CALD communities.</p>	<p>Outcome 3</p> <p>We can get around the City</p>
<ul style="list-style-type: none"> Enhance the appearance of the area with well presented parks and landscaping Keep public areas and streets clean Beautify parks and walking tracks A more visible police presence 	<p>Provide clean, safe, attractive public spaces and places. The GenYQ Network and Business Groups identified improved attractiveness, parking and pedestrian accessibility in the Penrith City Centre.</p>	<p>Outcome 4</p> <p>We have safe, vibrant places</p>
<ul style="list-style-type: none"> Educate the community on sustainable living with educational courses Protect our natural areas Look after our river Retain Penrith's rural and urban mix, 'country' feel Encourage people to plant more trees in order to promote a healthy environment 	<p>Look after our environment by protecting the bushland, rivers, creeks and waterways; encouraging people to use resources wisely; managing illegal dumping; supporting local food production and protecting Penrith's unique scenery and its mix of urban and rural landscapes</p>	<p>Outcome 5</p> <p>We care for our environment</p>
<ul style="list-style-type: none"> Create community spirit amongst neighbourhoods Provide opportunities for the disadvantaged to engage in community and sporting events Promote community group involvement Encourage health and wellbeing in the community A strong sense of community with events and festivals that make locals proud More community and cultural activities 	<p>Encourage health and wellbeing. Access to outdoor areas, sport and recreational opportunities was important, particularly for children and young people.</p> <p>Community, social and cultural services and facilities were also priorities.</p> <p>A sense of community spirit and that people enjoy living and working in the City.</p>	<p>Outcome 6</p> <p>We are healthy and share strong community spirit</p>
<ul style="list-style-type: none"> Council should focus on the quality and quantity of infrastructure e.g. roads, safety, traffic control and parking Council should manage its finances responsibly Better communication between Council and residents 	<p>A responsible Council in managing its finances, maintaining assets and public areas and delivering value for money. Providing opportunities for the community to participate in decision making about the City and its future.</p>	<p>Outcome 7</p> <p>We have confidence in our Council</p>

Council's engagement program and community responses are detailed in the Community Engagement Strategy.

Outcome 1

WE CAN WORK CLOSE TO HOME



The message from our community about planning for the future was they would like more jobs close to home, particularly for young people.

Of our 83,465 employed local residents and close to 52,000 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 (increasing travel costs and time away from family) to find work. This can affect the wellbeing of our community, and the health of individuals within it. Our aim is to support a balanced local economy delivering local jobs.

Council operates within a regional economy affected by national and international trends and events. Outcome 1 looks at how we (government, partners and Council) attract strategic investment, facilitate employment diversity and growth, promote job clusters and encourage local workforce skills and training so that we can be more resilient to changes in regional, national and international economic circumstances. It is also about providing our residents with a variety of employment opportunities.

Key growth industries in our region are health and wellbeing; arts/ culture/ communication; sustainability; logistics; innovation and manufacturing; finance and business. We need to target these industries to improve the number and diversity of jobs available, and build on the retail, hospitality and manufacturing opportunities that already exist.

The draft Metropolitan Strategy to 2031 aims for an additional 37,000 jobs, by 2031, in the West Sub-region. Council has a more aspirational goal for an additional 40,000 jobs in our City alone, by 2031 to reduce the gap between our number of workers and available jobs. An additional 2,663 jobs were delivered in the City between 2006 and 2011. Significant collaboration between all levels of government and business is required if we are to meet the employment demands of our community.



Community indicator(s)

Primary indicators:

- % of employed people working close to home
- Unemployment rate
- % of businesses across different sectors operating within the LGA

Strategies

- 1.1 Diversify the region's economy and attract investment, particularly targeting new and emerging employment sectors
- 1.2 Secure infrastructure that improves economic opportunities for existing and new businesses
- 1.3 Support agriculture and local food production as a significant contributor to the region's economy
- 1.4 Provide access to education and training to improve residents' ability to take advantage of current and future employment opportunities



Strategy 1.1 Diversify the region's economy and attract investment, particularly targeting new and emerging employment sectors

Council	Benefits	Partners
<p>Council will continue to implement its advocacy program, which includes monitoring the impact of and seeking to influence state and federal government social policies.</p> <p>Council supports the Penrith Business Alliance (PBA) to help bring more jobs into our City and our region.</p> <p>Council is an active member of the National Growth Areas Alliance (NGAA) and the Western Sydney Regional Organisation of Councils (WSROC).</p> <p>Council's General Manager is a member of the Employment Lands Taskforce.</p>	<p>A coordinated approach to growing the economy through actively targeting the delivery of regional employment growth and jobs closer to home.</p> <p>Key partnerships:</p> <ul style="list-style-type: none"> • Penrith Health and Education Precinct • The Penrith Progression • Werrington Park Corporate Centre 	<p>The Penrith Business Alliance promotes sustainable economic growth and attracts investment through innovation, strategic alliances, and enterprise development.</p> <p>Penrith and St Marys Management Corporations and the Penrith Valley Chamber of Commerce represent and support local business.</p> <p>University of Western Sydney and WSI-TAFE engage key partners to improve education, skills and employment opportunities.</p> <p>The National Growth Areas Alliance (NGAA) advocates for government investment in outer metropolitan growth areas.</p> <p>Regional Development Australia (Sydney) builds partnerships to advance economic development and social equity.</p> <p>The NSW State Government and NSW Trade and Investment have identified more employment lands and jobs closer to home as the number one priority for Western Sydney.</p> <p>The NSW Department of Planning and Infrastructure is currently preparing a Structure Plan and Infrastructure Delivery Plan to expand the Western Sydney Employment Area.</p> <p>The Employment Lands Taskforce works to ensure appropriate development of employment lands.</p> <p>The Western Sydney Regional Organisation of Councils advocates policy solutions for issues which impact on the residents of Western Sydney.</p> <p>Significant land owners and others play a critical role in economic growth including Panthers, Penrith Lakes Development Corporation (PLDC), Westfield, Centro, Urban Growth NSW, Stockland, Mirvac, Lend Lease and the development industry generally.</p>



Strategy 1.2 Secure infrastructure that improves economic opportunities for existing and new businesses

Council	Benefits	Partners
<p>Council will continue to advocate for the necessary infrastructure to support existing and new businesses, through the PBA and through the development industry.</p> <p>Council has taken advantage of the opportunity of the National Broadband Network (NBN) to develop a Digital Economy Strategy.</p>	<p>Makes Penrith City and the region more attractive to business, encourages investment, improves productivity and competitiveness.</p> <p>As one of the first NBN rollout sites in Australia, Penrith has a unique advantage and window of opportunity to capitalise on the digital benefits.</p> <p>The digital economy has the potential to attract substantial investment into the City.</p>	<p>The Federal Government through the roll out of the National Broadband Network and the Penrith Business Alliance in preparing the Penrith Investment Prospectus which is designed to attract substantial investment into the City.</p> <p>The NSW State Government, Department of Finance and Services and NSW Trade and Investment principally through its agencies (including the Roads and Maritime Service (RMS), Sydney Water, Transport for NSW), is the most significant partner providing infrastructure in the City. It is committed to the <i>Jobs Action Plan</i> and a three year pilot with UWS to support and connect small businesses.</p> <p>The development industry provides most local infrastructure associated with the delivery of new communities.</p>

Strategy 1.3 Support agriculture and local food production as a significant contributor to the region's economy

Council	Benefits	Partners
<p>Council supports agriculture and food production by zoning land, providing support and incentives for local farmers, and supporting initiatives such as the Hawkesbury Harvest Farmers Market and Farmgate Trail.</p>	<p>Provides access to fresh food, reduces food miles and encourages local employment, particularly for growers from other cultures.</p> <p>Fosters emerging technologies/ practices to ensure the future of the industry.</p>	<p>NSW Trade and Investment priorities include:</p> <ul style="list-style-type: none"> • promoting sustainable agriculture through the Western Sydney Parklands Trust Future Farming and PROfarm education programs • Partnering with industry associations, universities and national funding bodies to undertake peri-urban agriculture research projects and initiatives. <p>Hawkesbury Harvest supports access to nutritious, safe foods while developing opportunities for agri-based tourism.</p> <p>The Federal Department of Agriculture, Fisheries and Forestry is developing a National Food Plan to foster a sustainable, globally competitive, resilient food supply.</p>

Strategy 1.4 Provide access to education and training to improve residents' ability to take advantage of current and future employment opportunities

Council	Benefits	Partners
<p>Council provides high quality children's services that are affordable and accessible.</p> <p>Council is partnering with the Nepean Community College in the delivery of training for the digital hub program.</p>	<p>Access and participation in high quality education from early in life provides the foundations for social and economic success.</p> <p>A key partnership is the Digital Hub Program.</p>	<p>University of Western Sydney and WSI-TAFE provide tertiary education opportunities and support skill development and employment</p> <p>NSW Department of Education and Communities is the principal provider of education and training facilities in the City, from early childhood through to tertiary education. Private education providers are also partners in providing training, vocational and education opportunities.</p> <p>Nepean Community College provides a range of adult education programs and facilitates lifelong learning to build community connections. It is also a partner with both Council and the Penrith City and District Business Advisory Centre (BEC), in delivering training for the digital hub program.</p> <p>The National Growth Areas Alliance advocates for funding to support locally available education and training in outer metropolitan growth suburbs such as Penrith.</p> <p>Penrith Performing and Visual Arts (PP&VA) provides dynamic arts education programs for the people of Penrith, Western Sydney and beyond, including music and creative skills development. The PP&VA also has an active tertiary student intern program.</p>

References: *Regional Action Plan for Western Sydney and the Blue Mountains 2021*



Outcome 2

WE PLAN FOR OUR FUTURE GROWTH



type, design quality, sustainability and affordability without compromising the character and amenity of our neighbourhoods. Council's plan is for an additional 25,000 homes in the City between 2006 and 2031. Between 2006 and 2011, an additional 2,583 homes have been delivered in the City.

It is also important that services, facilities and infrastructure are provided in time to meet the needs of a growing population.

The Penrith Infrastructure Strategy has identified that \$4 billion worth of infrastructure (social and physical) is required to support past and planned growth in the City.

Managing growth emerged as the biggest issue of concern to our community through our engagement program. Generally, residents accepted that Penrith would grow, but wanted to make sure the things that make Penrith special are not lost, and that the necessary services and facilities grow with the population.

Outcome 2 seeks to ensure our City's future urban growth protects our rural lands, respects our heritage and provides housing choice that meets community needs with regard to supply, variety,



Community indicator(s)

Primary indicators:

- % of residents who feel that Council plans well for the future (annual survey)
- % of residents who feel that Council is speaking to other levels of government, business and community groups about what the City and residents need (annual survey)
- Split of housing by size / type in the LGA
- % of residents satisfied that Council is balancing growth of our City while enhancing its unique qualities (annual survey)
- % of residents who feel infrastructure and services meet the needs of a growing population (annual survey)

Strategies

- 2.1 Facilitate quality development that encourages a range of housing types, employment, recreation and lifestyle opportunities
- 2.2 Protect the City's natural areas, heritage and character
- 2.3 Ensure services, facilities and infrastructure meet the needs of a growing population



Strategy 2.1 Facilitate quality development that encourages a range of housing types, employment, recreation and lifestyle opportunities

Council	Benefits	Partners
Council develops and enforces zoning and building controls to encourage a range of housing types. Council also works with developers in delivering new communities.	People can find a quality home that meets their needs in a location that suits them.	<p>The Department of Planning and Infrastructure is responsible for implementing the Metropolitan Strategy - the NSW Government's 20 year plan to build liveable places across Sydney. The Urban Activation Precincts program aims to encourage the supply of housing and employment, to improve housing choice and affordability, in locations with good access to infrastructure, particularly transport.</p> <p>Housing NSW aims to deliver 4,400 home sites in Western Sydney, provide more affordable housing through a new affordable housing policy and better access to social housing.</p> <p>Development industry and their representative organisations are principal partners building a variety of housing in the City.</p> <p>Community housing providers, Western Sydney Regional Organisation of Councils and Regional Development Australia (Sydney) encourage a range of housing types in the City with a focus on affordability and sustainability.</p>

Strategy 2.2 Protect the City's natural areas, heritage and character

Council	Benefits	Partners
Council has defined the urban and rural boundaries of the City through land use zonings. Important built heritage assets are protected as heritage items or form part of heritage conservation areas.	The scenic and natural landscape values, heritage, and productive and social capacity of the City's rural lands and natural assets are protected.	<p>NSW State Government and its agencies, by implementing policies such as <i>NSW 2021</i>, the <i>Metropolitan Strategy for Sydney</i> and the <i>Western Sydney and Blue Mountains Regional Action Plan</i> will play a key role in this strategy.</p> <p>Community, environmental and resident groups also have a role in protecting the City's natural and rural assets.</p>



Strategy 2.2 *Continued ...*

Council is the owner of several heritage properties, buildings and items, and is responsible for protecting and maintaining those places.

One significant heritage item is the Penrith Regional Gallery and The Lewers Bequest.

A key partnership is the Heritage Advisory Committee

Landowners and building tenants, community groups and historical societies have a role in protecting and celebrating the heritage values of the properties and areas, as well as the City's natural and rural assets.

Strategy 2.3 Ensure services, facilities and infrastructure meet the needs of a growing population

Council	Benefits	Partners
<p>Council strongly advocates to other levels of government to secure services, facilities and infrastructure to support Penrith as it grows.</p>	<p>Improved coordination between Council and government agencies will help to plan and deliver the services, infrastructure and facilities our community needs now, and as the population grows in the future.</p>	<p>The Department of Planning and Infrastructure is responsible for the State Infrastructure Strategy - the government's 20 year plan to deliver infrastructure critical for productivity and economic growth.</p> <p>Transport for NSW will work to deliver the priorities of the NSW Long Term Transport Masterplan, including: accessible public transport, upgrading key roads and bridges, improving road safety and supporting active transport.</p> <p>The NSW Department of Health together with the Local Health Districts of Western Sydney and Nepean Blue Mountains looks after the health care system and hospitals, as well as initiatives to improve illness prevention and general health.</p> <p>NSW Department of Family and Community Services delivers community services together with non-government organisations and other government agencies.</p> <p>NSW Department of Education and Communities and private education providers supply education and training from early childhood through to tertiary.</p> <p>Volunteers in our community can play a key role in delivering community based services.</p>

References: *Regional Action Plan for Western Sydney and the Blue Mountains 2021, Future Directions Western Sydney 2030 WSROC, Regional Plan for Sydney 2012 Regional Development Australia Sydney*

Outcome 3

WE CAN GET AROUND THE CITY



Our community has told us they would like a strong focus on improving roads, public transport, footpaths and cycleways to reduce traffic congestion and enhance liveability and access around the 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 and therefore reliant on cars. Of Penrith's workforce and close to 52,000 travel to work outside the local government area. They rely on cross-City and cross-regional travel to get to work and this can be difficult with the existing public transport

network.

An integrated shared pathway network is important in improving connections across the City and encouraging people to walk and cycle. Existing footpaths along the Nepean River and other major creek systems (Ropes Creek and South Creek) provide great opportunities for walking and cycling. Council will keep working with developers to deliver shared pathways for new communities which are linked to public open space, schools, shops, community facilities and public transport.

The efficient movement of freight is a key factor in building a strong economy. Currently, freight and passenger trains compete to use the same rail infrastructure and both are therefore constrained. Not only is expansion of the current railway network needed, but future rail corridors connecting Penrith to the north and south must be preserved before the opportunity is lost.

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.

Community indicator(s)

Primary indicators:

- % of the populated areas of Penrith serviced by buses or trains
- % of residents satisfied with their ability to move in and around the City (annual survey)

Strategies

- 3.1 Secure an effective public transport network
- 3.2 Provide a safe and efficient road network supported by parking
- 3.3 Improve the City's footpaths and shared pathway network
- 3.4 Improve critical cross regional transport connections
- 3.5 Secure an efficient, integrated and sustainable freight network



Strategy 3.1 Secure an effective public transport network

Council	Benefits	Partners
<p>Council is advocating for:</p> <ul style="list-style-type: none"> • Penrith-Sydney express rail service • Reservation of strategic transport corridors • Better connections north to south across the City • Outer Western Sydney Orbital • Werrington Arterial • Nepean Green River Bridge. 	<p>An effective public transport network will provide better connections across the City and make it easier to get around without a car. This benefits the City's economy and lifestyle, giving residents more leisure time with family and friends.</p>	<p>Transport for NSW and City Rail are responsible for public transport. The NSW Transport Master Plan includes upgrades to the Penrith interchange and better connections between Penrith City Centre and North Penrith. Other initiatives include a new Disability Action Plan 2012-2017, a new train timetable and providing customers with real time information.</p> <p>Local bus companies (Westbus / Busways and Blue Mountains Bus Company) provide bus services across the City.</p> <p>Western Sydney Regional Organisation of Councils advocates for policy solutions to regional public transport issues in Western Sydney.</p>

Strategy 3.2 Provide a safe, efficient road network supported by parking

Council	Benefits	Partners
<p>Council constructs and maintains local roads and parking facilities in the City and provides road safety programs.</p> <p>Council also regulates parking across the City.</p>	<p>A safe, well maintained and efficient road network enables our community to easily get around the City. Maintenance of road assets in conjunction with other authorities improves the overall efficiency of the road network.</p>	<p>Transport for NSW priorities include road and bridge upgrades, better road safety and supporting active transport (cycling).</p> <p>Department of Roads and Maritime Services is responsible for state and regional roads, including the Great Western Highway, the M4 Motorway, the Northern Road, Mulgoa Road, Mamre Road and sections of other main roads across the City.</p> <p>NSW Police Force support traffic management and road safety programs.</p>



Strategy 3.3 Improve the City's footpaths and shared pathway network

Council	Benefits	Partners
<p>Council's Shared Footpath program builds 'missing links' to improve connections across the City. A key feature of this program is lobbying other levels of government for funding.</p> <p>Council also works with developers to deliver shared pathways for new communities.</p>	<p>Improving the City's footpaths and shared pathway network will help connect key places (local shops, homes, work, schools and parks) in the City. It also contributes to active living by encouraging walking and cycling.</p>	<p>Transport for NSW plans support active transport (cycling).</p> <p>The Department of Roads and Maritime Services provides funding to Council to implement its <i>Shared Footpath program</i>.</p>

Strategy 3.4 Improve critical cross regional transport connections

Council	Benefits	Partners
<p>Council's advocacy program includes lobbying other levels of government to improve key transport connections such as the Outer Western Sydney Orbital, the Werrington Arterial and Erskine Park link road.</p>	<p>Better cross regional transport connections improve employment opportunities and the appeal of Penrith for businesses. Improved cross regional networks also take the pressure off local roads.</p>	<p>Transport for NSW has developed and is implementing a Transport Master Plan which includes:</p> <ul style="list-style-type: none"> the Erskine Park Link Road (mid 2013) plan for Stage 1 of the Werrington Arterial between M4 Motorway and Great Western Highway (2013) continue to deliver four-lane upgrades of the Great Western Highway between Emu Plains and Katoomba (late 2015). <p>Western Sydney Regional Organisation of Councils advocates for solutions to regional transport issues in Western Sydney.</p>

Strategy 3.5 Secure an efficient, integrated and sustainable freight network

Council	Benefits	Partners
<p>Council advocates and prepares submissions and policy responses to secure an improved freight network.</p>	<p>Efficient freight transport is critical for Western Sydney's economic performance. An efficient road and rail based freight network will also reduce congestion and maintenance requirements for local roads.</p>	<p>Transport for NSW and Freight Rail are developing the NSW Freight and Ports Strategy to deliver better coordination along the supply chain, outline a long term view of infrastructure investment requirements and improve the performance of the network. A corridor for the Western Sydney Freight Line and site for an Eastern Creek Intermodal have been identified.</p> <p>Western Sydney Regional Organisation of Councils advocates for solutions to regional transport issues in Western Sydney.</p>

References: *Regional Action Plan for Western Sydney and the Blue Mountains 2021*.

Outcome 4

WE HAVE SAFE, VIBRANT PLACES



Outcome 4 recognises the importance of our community places on feeling safe in our neighbourhoods and having clean, welcoming and vibrant public places. This covers both the physical aspects of our public domain – lighting, paving, somewhere to sit that is shady in summer and protected in winter – with the social aspects - restaurants, activities, events and festivals. It's about the neighbourhoods we live in and the places in the City we use and visit.

The character of our City has in part been shaped by its location, natural settings, rural landscapes and the Nepean River. It has also been shaped by a great lifestyle, close-knit community and family-friendly environment. The rural areas of the City

provide opportunities for agricultural activities and rural-residential living. The urban areas are mostly residential supported by local shopping centres, schools and parks. The balance of rural and urban areas is what makes us different and shapes our identity.

The City's 3 key major centres are the Penrith City Centre, St Marys Town Centre and Kingswood Specialised Centre. There are around 20 local shopping centres and 5 rural villages in the City with a number of smaller clusters of shops. Our centres offer a range of community services, retail, commercial, residential, educational, entertainment and cultural activities.

As the City grows our lifestyle needs change, but residents told us it was important to them that the character and sense of place in our centres and neighbourhoods is retained.

Council is planning and implementing public domain projects to renew the Penrith City Centre, St Marys Town Centre and Kingswood Specialised Centre. It is working to activate the public areas adjacent to the River (e.g. Tench Reserve) and improve the connection from the Penrith City Centre to the Nepean River. Council has several programs that focus on revitalising the older established areas of the City.

Community indicator(s)

Primary indicators:

- % of residents who feel safe in their neighbourhood (annual survey)
- % of residents who have participated in a local community activity over the last 12 months (annual survey)
- Levels of crime reported to Police

Strategies

4.1 Improve our public spaces and places

4.2 Grow and revitalise our centres and neighbourhoods



Strategy 4.1 Improve our public spaces and places

Council	Benefits	Partners
<p>Council manages the construction, renewal and maintenance of our public domain assets, including public toilet blocks, seating, lighting, fencing, street trees and pathways.</p> <p>Council community safety programs provide a range of crime prevention strategies for a safer community.</p> <p>Council maintains parks, open spaces and sporting fields and facilities in the City.</p> <p>Council is working to activate the public areas near the River (e.g. Tench Reserve) and improve the connection from the Penrith City Centre to the Nepean River so we can make better use of this unique part of our City.</p>	<p>Our public spaces, places and buildings are clean, well used and more sustainable in the longer term.</p> <p>The character and sense of place in our centres and neighbourhoods is evident.</p> <p>Crime and safety concerns are addressed, and sense of safety and community wellbeing enhanced.</p>	<p>NSW Police is involved in local crime prevention activities to improve safety and security in neighbourhoods. This includes education and community liaison.</p> <p>Penrith Community Safety Partnership is a formal multi-agency committee of Council that monitors the implementation of the Community Safety Plan, and addresses community safety issues in the City.</p> <p>The Crime Prevention Division of the Attorney General's Department (federal and state level) provides advice and funding opportunities for the implementation of crime prevention strategies.</p>



Strategy 4.2 Grow and revitalise our centres and neighbourhoods

Council	Benefits	Partners
<p>Council coordinates neighbourhood renewal programs in established areas across the City.</p> <p>Council plays an active role in supporting and revitalising the Penrith City Centre, St Marys Town Centre and Kingswood Specialised Centre.</p> <p>It is planning and implementing several public domain projects in these centres.</p>	<p>Our centres and neighbourhood are active, vibrant and safe places.</p> <p>Key partnerships include:</p> <ul style="list-style-type: none"> • Penrith Education & Health Precinct (Kingswood) • The Penrith Progression • Future of Penrith – Penrith of the Future • Great River Walk • Our River – Nepean River Precinct Masterplan • St Marys Queen Street Improvements Plan 	<p>The Penrith Business Alliance promotes sustainable economic growth for Penrith as a Regional City through innovation, strategic alliances, enterprise development and investment attraction.</p> <p>Penrith and St Marys Management Corporations and the Penrith Valley Chamber of Commerce represent and support local business and our local centres.</p> <p>UrbanGrowth NSW delivers urban renewal projects that build communities and provide greater housing choice and affordability.</p> <p>The Future of Penrith Committee works to build strategic partnerships to progress key projects across the City with a focus on urban development.</p> <p>NSW State Government through Departments of Family and Community Services (housing) and Planning and Infrastructure (Urban Activation Precincts program) aim to encourage the supply of housing and employment to improve housing choice and affordability, in locations with good access to infrastructure, particularly transport.</p> <p>National Growth Areas Alliance advocates for a fair share of government investment in outer metropolitan growth areas, particularly in terms of community infrastructure.</p> <p>Penrith Performing and Visual Arts contributes to the growth and vitality of our centres and communities through its community outreach activities, in particular with schools and other cultural centres.</p>

References: *Regional Action Plan for Western Sydney and the Blue Mountains 2021.*

Outcome 5

WE CARE ABOUT OUR ENVIRONMENT



Our community have told us that protecting our river, creeks, waterways and bushland areas is important. They also want to be supported to use materials, energy and water resources efficiently.

One of Penrith's defining attributes is our natural environment including the beautiful waterways and stunning mountain views. Penrith has a diverse range of native species and ecological communities and contains approximately 17% of the remnant vegetation of the Cumberland Plain. This is the highest proportion within 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 which have biodiversity value. To manage our environment for future generations we

must balance growth with the need to preserve our natural 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 the coming years, such as heatwaves, storms and bushfires which will place additional demands on emergency services.

Heat is particularly an issue for Western Sydney, and Council is looking at ways to 'cool-down' the City. Council continues to lead by example in terms of reducing energy, waste, water use, and discouraging illegal dumping. Council has implemented energy and water savings plans, and installed efficient technology in Council owned properties.

The introduction of the full organics collection and composting service to households in our urban areas in 2009 has seen resource recovery rates increase from 20% to 65%. Council is committed to improving sustainable practices. We buy back compost produced from recycled organics for use in parks, gardens and playing fields.

We also deliver education and awareness programs to help our communities reduce their energy and water use and encourage them to live more sustainably. Caring for our environment seeks to achieve a healthier, better protected and well managed environment that responds to a changing climate.

Community indicator(s)

Primary indicators:

- Area of protected native vegetation
- Tonnes of domestic and public waste by recycling and landfill per household
- Household electricity consumption
- Household potable water consumption
- % of residents who are satisfied that the Nepean River and creeks are healthy (annual survey)

Strategies

- 5.1 Protect and improve our natural areas, the Nepean River and other waterways
- 5.2 Support our communities to live more sustainably and use resources wisely
- 5.3 Minimise risks to our community from natural disasters



Strategy 5.1 Protect and improve our natural areas, the Nepean River and other waterways

Council	Benefits	Partners
<p>The waterways and natural areas are protected through environment zones.</p> <p>Council is implementing a Biodiversity Action Plan and actively lobbies the state government for better management of bushland.</p> <p>Council provides advice in the assessment of threatened species for development proposals, and secures conservation outcomes for the City. Council works with rural landowners to support agriculture and encourage conservation.</p> <p>Council is actively involved in re-vegetation projects, particularly in corridors and along waterways, which 'green' the City, reduce erosion and improve water quality.</p>	<p>Critical parts of our overall biodiversity network are protected.</p> <p>Water quality and the banks of our creeks and the Nepean River are protected and improved.</p>	<p>The National Parks and Wildlife Service, rural landowners and major public landowners can help us protect our natural environment and waterways.</p> <p>The Sydney Catchment Authority manages and protects the catchment area and catchment infrastructure to promote water quality.</p> <p>Federal and State Government departments and entities are also involved in this kind of activity, as are private landowners. Many of the native species and ecological communities are protected under the <i>Threatened Species Conservation Act 1995</i> and the <i>Environment Protection and Biodiversity Conservation Act 1999</i>.</p> <p>Volunteers in our community play a key role in protecting our environment through bushcare groups.</p>



Strategy 5.2 Support our communities to live more sustainably and use resources wisely

Council	Benefits	Partners
<p>Council coordinates a range of sustainability and environmental education programs for residents and staff with a focus on resource use.</p> <p>We are actively involved in reducing energy and water usage at Council facilities and supporting projects and initiatives about living more sustainably.</p> <p>Council manages the domestic garbage collection and recycling service and introduced a full organics collection and composting service to households in urban areas in 2009.</p> <p>Council is committed to improving sustainable practices and buys back compost produced from recycled organics for use in parks, gardens and playing fields.</p> <p>Council also has a role in responding to illegal dumping in urban and rural areas.</p>	<p>Resources are valued and used wisely providing environmental and financial benefits.</p> <p>Our community is aware of how to live a sustainable lifestyle and of available tools, resources and rebates.</p>	<p>Federal and State Government departments and entities. Sydney Water as a supplier of potable water and energy utilities as suppliers of energy.</p> <p>Waste contractors are responsible for the delivery of domestic garbage and recycling services, as well as promoting programs and incentives.</p> <p>Penrith together with the NSW Environment Protection Authority and Parramatta, Bankstown, Fairfield, Holroyd, Liverpool and The Hills councils work together as part of the Regional Illegal Dumping (RID) squad to respond to illegal dumping.</p>

Strategy 5.3 Minimise risks to our community from natural disasters

Council	Benefits	Partners
<p>Council partners with others to provide assistance (people, equipment and materials) in responding to emergencies and incidents in the City.</p>	<p>Our community is supported and the plans are in place to ensure a coordinated response by all agencies that have responsibilities and functions in an emergency.</p>	<p>NSW Police Force, NSW Rural Fire Service and NSW State Emergency Service (SES) and Fire and Rescue NSW work together to minimise the impact of bushfires, storms, floods, landslides and other emergencies.</p>

Outcome 6

WE'RE 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 for residents and priority groups to bring

people together, make social connections and encourage community wellbeing. We actively support non-government community service providers and are 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.



Community indicator(s)

Primary indicators:

- % of residents who are a healthy weight
- % of residents who are not smokers
- % of residents who say they can get help from friends, family or neighbours when needed (annual survey)
- % of residents involved in informal physical activity (annual survey)

Strategies

- 6.1 Provide opportunities for our community to be healthy and active
- 6.2 Encourage social connections and promote inclusion in our community
- 6.3 Support cultural development, activating places and creativity



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

Council	Benefits	Partners
<p>Council maintains parks, open space and sporting fields and facilities in the City. It also supports a range of recreation programs.</p> <p>Council actively lobbies for funding to improve our sporting and recreational facilities.</p> <p>Council supports programs enable people to participate in and learn about healthy living, including nutrition. It is responsible for food safety and hygiene in local eateries and restaurants.</p> <p>Council's library services ensure quality library resources, events and programs for the community.</p> <p>Council supports arts and cultural programs, and provides cultural facilities to support health and wellbeing.</p>	<p>Quality parks, open space and sporting facilities provide people with the chance to be active, either through organised sport or an informal trip to the park.</p> <p>Specific programs can address areas of need or particular interest in our community, providing opportunities for people who may otherwise miss out.</p> <p>Working to provide regional as well as local facilities gives our community the chance to be involved in or watch sport played at the highest level.</p> <p>A key partnership is the The Mondo Community Safety and Youth Engagement project</p> <p>Opportunities for arts and cultural experiences encourage community health and personal wellbeing.</p>	<p>NSW Sport and Recreation runs a range of programs and activities to cater to different interests and abilities.</p> <p>The NSW Department of Health together with the Western Sydney Local Health District and Nepean Blue Mountains Local Health District is responsible for the state's health care system, including hospitals. They also work to improve health through wellness programs, education and illness prevention in the community.</p> <p>State and national sporting organisations provide strategic planning of facilities, funding and participation opportunities.</p> <p>NSW Department of Education and Communities and local schools provide education programs on being healthy and providing opportunities for children to be active and participate in sport.</p> <p>Western Sydney Academy of Sports supports clubs and athletes (13-18 years) in education and training.</p> <p>Penrith Valley Sports Foundation supports sporting opportunities in the City.</p> <p>Local sporting clubs and associations offer a range of organised sporting activities, training and education programs which enable people of all ages and abilities to be involved.</p> <p>Local community groups facilitate a range of activities that people can get involved in, providing opportunities for informal exercise and active living.</p> <p>Penrith Performing and Visual Arts provides community programs such as music, theatre, education and dancing that encourage social engagement, as well as health and wellbeing.</p>



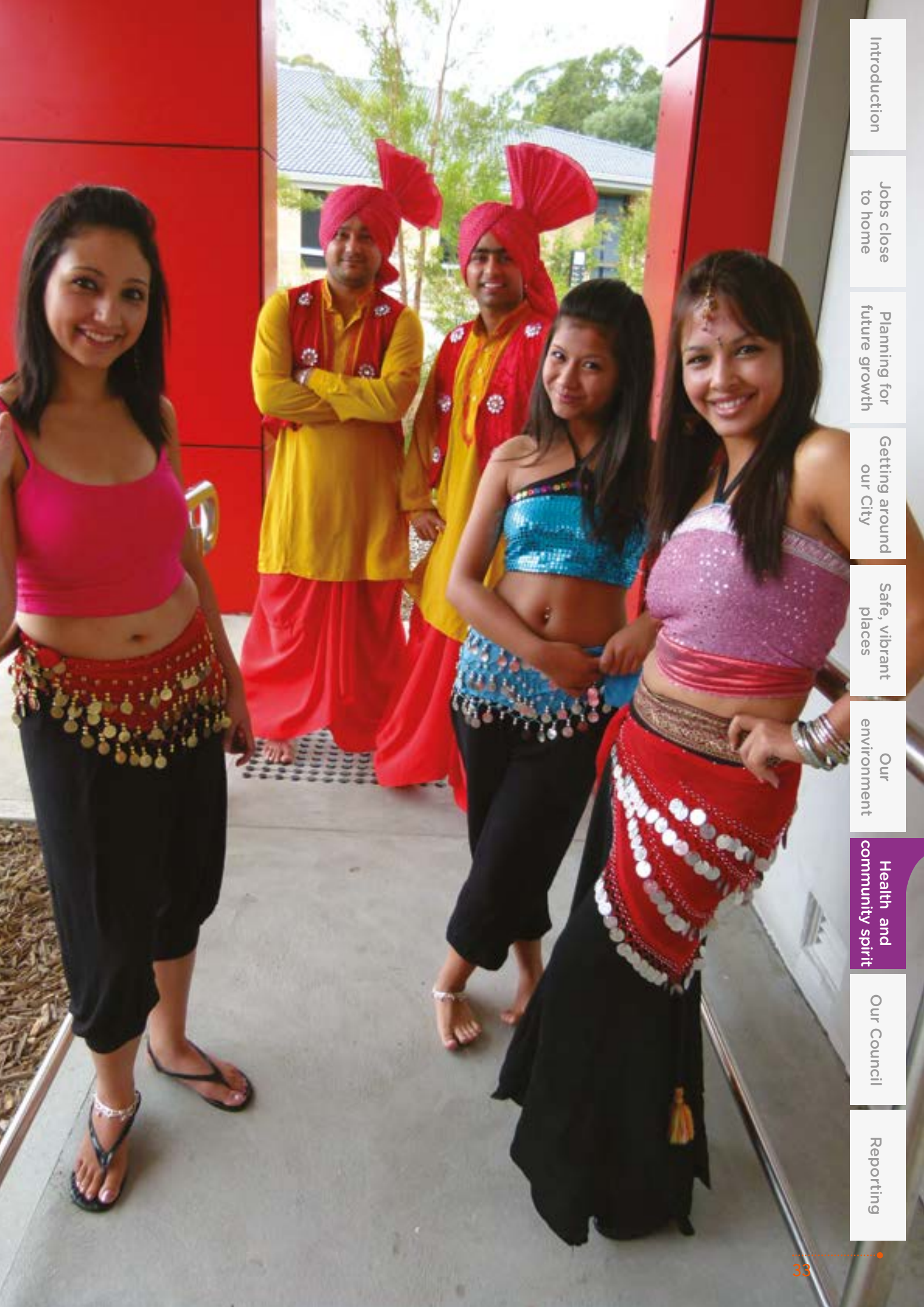
Strategy 6.2 Encourage social connections and promote inclusion in our community

Council	Benefits	Partners
<p>Council provides community and cultural programs for residents as well as supporting non-government community service providers.</p> <p>Council has specific initiatives to support priority groups such as people with disability, culturally and linguistically diverse communities, young people, older people and Aboriginal communities.</p> <p>Council coordinates community events such as International Women's Day, Seniors Week concerts, International Day of People with Disability, NAIDOC Day, Harmony Day and Youth Week.</p> <p>Council provides libraries, sporting and recreation programs, activities and equipment to encourage learning and social connections.</p>	<p>A connected community benefits everyone, helping to reduce isolation and loneliness, and making communities more resilient in times of crisis.</p> <p>The events and programs we run bring people together, assist them to make social connections and encourage community wellbeing. Programs that cater for a wide range of interests at a local and regional level mean everyone has the opportunity to become involved.</p> <p>Key partnerships include:</p> <ul style="list-style-type: none"> • Nepean-Blacktown Regional Taskforce on Homelessness • Community Relation Commissions of NSW Regional Advisory COuncil • Memorandum of Understanding (MOU) with Housing NSW • Access Committee 	<p>The NSW Department of Health together with the Western Sydney Local Health District and Nepean Blue Mountains Local Health District is responsible for the state's health care system, including hospitals. They also work to improve health through wellness programs, education and illness prevention in the community.</p> <p>NSW Department of Family and Community Services funds and delivers community services together with non-government organisations and other government agencies.</p> <p>NSW Sport and Recreation runs a range of programs and activities to cater to different interests and abilities.</p> <p>Housing NSW aims to deliver 4,400 home sites in Western Sydney, provide more affordable housing through a new affordable housing policy and better access to social housing.</p> <p>Nepean Community College provides a range of adult education programs and facilitates lifelong learning to build community connections and bring people together.</p> <p>Volunteers in our community play a key role in delivering community based services.</p> <p>Local community organisations facilitate a range of activities that people can get involved in, ranging from parenting groups, volunteering, sporting, bush care and special interests. Involvement in local groups helps increase connections and inclusiveness in the community, reducing issues caused by loneliness and isolation.</p> <p>Penrith Performing and Visual Arts programs and facilities provide access for community and school groups to share their creativity. PP&VA also provide skills development and performance programs for people with disability and their carers.</p>

Strategy 6.3 Support cultural development, activating places and creativity

Council	Benefits	Partners
<p>Council provides cultural programs in recognition of the important contribution engagement in cultural activities makes to community wellbeing.</p> <p>We support creativity and cultural development programs run by community groups through the provision of venues and promotion, as well as administrative support.</p> <p>Council supports place making and public art in planning and building new communities and in upgrading the public domain in our Centres.</p>	<p>Residents and visitors to the City have access to a range of cultural and performing arts experiences and programs.</p> <p>Opportunities are provided to express creativity through projects and the performing arts.</p> <p>Key partnerships include:</p> <ul style="list-style-type: none"> the Future of Penrith – Penrith of the Future St Mary's Corner Community Reference Group 	<p>Penrith Performing and Visual Arts produces and presents dynamic cultural and arts education programs for the people of Penrith, Western Sydney and beyond, and comprises:</p> <ul style="list-style-type: none"> Joan Sutherland Performing Arts Centre which hosts music, theatre and dance performances. Q Theatre Company which presents and produces great Australian theatre. Penrith Conservatorium of Music which provides a range of music education programs for all ages. Penrith Regional Gallery and The Lewers Bequest presents a range of exhibitions that contribute to the cultural vitality of the City and region, as well as runs programs and holiday activities for different age groups. <p>St Marys Corner Community and Cultural Precinct provides cultural programs and activities for the community.</p> <p>Local cultural organisations that provide opportunities for residents to engage in music, theatre and visual arts and crafts.</p>





Introduction

Jobs close
to home

Planning for
future growth

Getting around
our City

Safe, vibrant
places

Our
environment

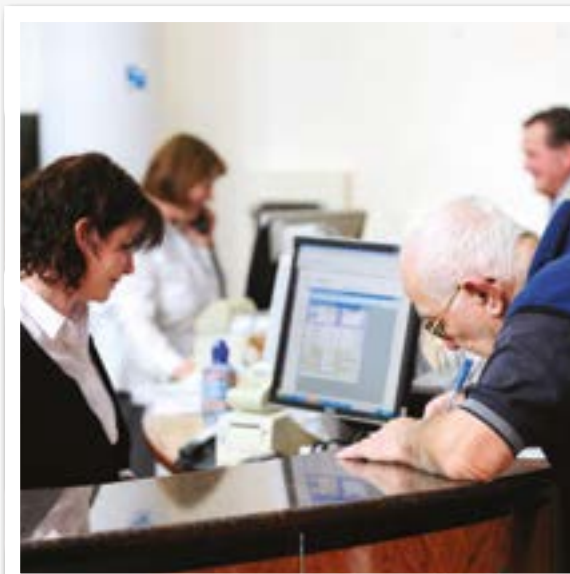
Health and
community spirit

Our Council

Reporting

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. Messages from our community reinforced the importance of making sure that Council's finances are sound and sustainable. We need to continue to be ethical and transparent in our decision-making, provide a fair and safe workplace, and manage our finances and assets responsibly. 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.



Community indicator(s)

Primary indicators:

- % of residents who feel that Council is responsible (annual survey)
- % of residents who feel that Council communicates well (annual survey)
- % of residents who feel that Council delivers value for the rate dollar (annual survey)
- % of Council infrastructure in 'good' condition

Strategies

- 7.1 Demonstrate transparency and ethical behaviour
- 7.2 Ensure our finances and assets are sustainable and services are delivered efficiently
- 7.3 Provide opportunities for our community to participate in making decisions about the City's future



Strategy 7.1 Demonstrate transparency and ethical behaviour

Council	Benefits	Partners
Council's policies, systems and procedures ensure that services are delivered effectively and equitably with accountability and transparency.	<p>Council's decisions are based on good leadership, stewardship, fairness, integrity, accountability and transparency.</p> <p>A safe workplace and positive culture are provided, with the right people and skills employed.</p> <p>Customers, stakeholders and residents are valued, and excellent customer service is provided.</p>	<p>The NSW Division of Local Government is responsible for the state's liaison with local councils, and administration of the <i>Local Government Act 1993</i>.</p> <p>Western Sydney Regional Organisation of Councils works with councils in Western Sydney to advocate policy positions.</p> <p>Adjoining councils: Blue Mountains, Hawkesbury, Blacktown, Fairfield, Liverpool and Wollondilly Councils. We consult with adjoining councils to deliver effective outcomes for the City.</p>

Strategy 7.2 Ensure our finances and assets are sustainable and services are delivered efficiently

Council	Benefits	Partners
<p>Council, as an organisation, must responsibly manage its resources to ensure long term sustainability. This involves ensuring that assets can be maintained and making decisions about how to manage resources. Council's Long Term Financial Plan informs decision-making and service priorities.</p> <p>We also need to ensure staff continue to have access to the right training and support.</p>	<p>Council's finances are sustainable in the long term.</p> <p>Council's significant assets, community buildings, roads, drainage, fleet, parks and open spaces provide the required level of service in a cost effective manner for present and future residents.</p>	<p>The NSW Division of Local Government is responsible for the state's liaison with local councils, and administration of the <i>Local Government Act 1993</i>.</p> <p>Western Sydney Regional Organisation of Councils works with councils in Western Sydney to advocate policy positions.</p> <p>The Valuer General, in the NSW Office of State Revenue is responsible for setting the value of individual properties.</p> <p>The Independent Pricing and Regulatory Tribunal (IPART) is responsible for setting the amount by which Council's rates can be increased and considering applications for special rate initiatives.</p> <p>Adjoining councils: Blue Mountains, Hawkesbury, Blacktown, Fairfield, Liverpool and Wollondilly councils. We consult with adjoining councils to deliver effective outcomes for the City.</p>



Strategy 7.3 Provide opportunities for our community to participate in making decisions about the City's future

Council	Benefits	Partners
<p>Community engagement is a dynamic process that can cover a wide range of activities including consultation, education, communication and relationship building.</p> <p>Council has always been committed to extensive engagement about our City, and values the diversity of skills, views and expertise in our community.</p> <p>Our community should have the opportunity to be involved in decisions that affect them. Engagement is the opportunity to gather different perspectives to inform decisions about policy directions and service delivery. We also use this information to advocate to other levels of government.</p>	<p>Successful community engagement provides many benefits to Council and the community including:</p> <ul style="list-style-type: none"> increased community awareness about Council's services, planning and program delivery increased awareness of needs, priorities and diversity of our local community Council and our community working together to address local issues exploration of a wider range of solutions and possibilities building effective communication and positive relationships reduced costs and timelines by identifying and resolving issues early. 	<p>The NSW Division of Local Government is responsible for the state's liaison with local councils, and administration of the <i>Local Government Act 1993</i>.</p> <p>Western Sydney Regional Organisation of Councils works with councils in Western Sydney to advocate policy positions.</p> <p>Our community plays a role in responding to, guiding and informing the policy direction of, and services delivered by Council now and into the future.</p>

Penrith's Principles for a Sustainable City

In 2003 Council adopted *Penrith's Principles for a Sustainable City*, based on the principles developed during the UN Conference in Melbourne in 2002 and adopted by the Local Government Session of the *World Summit on Sustainable Development* in Johannesburg later that year. They provide a simple set of statements outlining how a sustainable city would function, and provide a foundation for Council and our communities to work together to achieve that goal.

As well as reinforcing Council's decade of commitment to sustainability, this adopted framework ensures Council's compliance with the 2009 amendments to the *NSW Local Government Act 1993*, which requires councils to address social, environmental, economic and civic leadership issues in an integrated manner in their *Community Plan*.

Penrith's Principles and Council's objectives for each are outlined on the next page, linked to the relevant Community Outcomes identified in this Plan.



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

The big picture – state government strategies

As a council, we are close to our local community and understand local issues. This *Community Plan* outlines the long term aspirations of our community, and what needs to be done to respond to issues identified by our community. Many of these issues, however, also affect our neighbouring councils, the broader Sydney region, and sometimes the state.

For this plan to be effective, therefore, it must also reflect the state government's priorities for Western Sydney and NSW. Council needs to work with the state and federal governments to achieve the integrated delivery of services and infrastructure.

The state government addresses long term issues through *NSW 2021* – a 10 year plan which guides delivery of public services and links project priorities, budgets and performance at the subregional level. It identifies 32 goals developed in response to issues identified through consultations with government, organisations and

the community. *NSW 2021* consists of three integrated strategies – the draft *Metropolitan Plan for Sydney to 2031*, the *State Infrastructure Strategy*, and the *NSW Long Term Transport Master Plan*.

The 32 goals in *NSW 2021* are arranged in five strategies – rebuild the economy, return quality services, renovate infrastructure, strengthen our local environment and communities, and restore accountability to Government. The strategies and goals respond to issues across the state, so not all are relevant to local government or to Penrith.

NSW 2021 is supported by Regional Action Plans which identify the key issues relevant for each region. The *Western Sydney and Blue Mountains Regional Action Plan* covers the local government areas of Auburn, Blacktown, Blue Mountains, Hawkesbury, Holroyd, Parramatta, Penrith and The Hills. The Action Plan identifies seven priorities for Western Sydney and the Blue Mountains which respond to 13 of the *NSW 2021* goals. These priorities reflect the messages from our community, as shown below.

Western Sydney Regional Action Plan	Key issues for Penrith's community	Community outcome
Grow the economy of Western Sydney	Provide jobs, education and training opportunities close to home	We can work close to home
Improve integrated regional transport	Improve roads, public transport, footpaths and cycleways	We can get around the City
Deliver appropriate services to disadvantaged and vulnerable members of the community	Provide community services, in particular for older people and also address homelessness issues	We plan for our future growth
Improve access to quality health services	Manage growth so access to services is not affected	We plan for our future growth
Improve education outcomes	Improve education and training opportunities, particularly for young people	We can work close to home
Protect our environment and heritage	Look after our waterways and natural areas	We care about our environment
Provide more affordable housing options	Manage growth so housing diversity and affordability is improved	We plan for our future growth

Each priority in the *Western Sydney and Blue Mountains Regional Action Plan* has a series of actions that includes the lead agencies, partners and timeframes. The actions that identify Council as a partner are included in our four-year work plan (Council's *Delivery Program 2013-17*) with the responsible service. This ensures that Council will consider its capacity to respond to state government initiatives, in the State Plan and Regional Action Plan, in the context of its other work program responsibilities.

In August 2011, state and local government together also initiated *Destination 2036*, which looks at how local government can best meet future challenges and build on opportunities. The Local Government Review Panel, launched in May 2012, is responsible for 'improving the strength and effectiveness of local government in NSW, supporting the key strategic directions identified by *Destination 2036* and the broader objectives of the State as outlined in *NSW 2021: A Plan to Make NSW Number One*'.

In November 2012 the Review Panel released *Better, Stronger Local Government: The Case For Sustainable Change* to set out the independent Panel's views on key aspects of local government. The paper focuses on the system of local government (how it operates, the challenges it faces and how it can be

improved) with the aim of increasing the strategic capacity of councils.

The Review Panel identified 17 elements of a successful local government system¹. Many are beyond Council's scope such as the electoral system; revisions to the Local Government Act; professional development, education and remuneration for elected representatives; reduced state based regulation; a strategic, well informed local government association; and constructive relationships between employers, employees and employee organisations.

Seven elements, however, are relevant to how we operate now as an organisation. These are addressed in more detail in Council's *Resourcing Strategy*, which outlines Council's capacity to manage assets and deliver services over the next 10 years. To prepare the *Resourcing Strategy*, Council needs to examine the key challenges and opportunities confronting our organisation; and determine its capacity and how to effectively manage its finances, the sustainability of its workforce, and the overall cost of its community assets.

The seven elements are all matters of civic leadership, and so fall under 'Community Outcome 7 – We have confidence in our Council' in this *Community Plan*.

Better, Stronger Local Government	Relevant Council services and teams
1. Councils with an adequate revenue base and sound financial management	Finance, Corporate Development, City Planning
2. Councils that are efficient and focus on outcomes, rather than compliance, through the Integrated Planning and Reporting Legislation	Corporate Development
3. Universal use of modern technologies for delivering services, engaging with our community and conducting meetings	Communications and Marketing, Information Technology, Corporate Development
4. Regional organisations of councils that share resources on a large scale, and work to jointly plan and advocate for the needs of their regions	Regional Planning and Advocacy, Finance, City Planning
5. Councils that are managed like multi-million dollar companies, staffed by highly skilled mayors, councillors and executive teams	Business Improvement, Corporate Development, Finance, Corporate Governance
6. Effective mechanisms for state and local consultation, policy development and operational partnerships	Regional Planning and Advocacy, Corporate Development, City Planning
7. Integrated strategic planning that involves state and local governments, as partners at all levels	Corporate Development, City Planning

¹ *Better, Stronger Local Government: The Case For Sustainable Change*; Local Government Review Panel, November 2012

Council's corporate planning framework

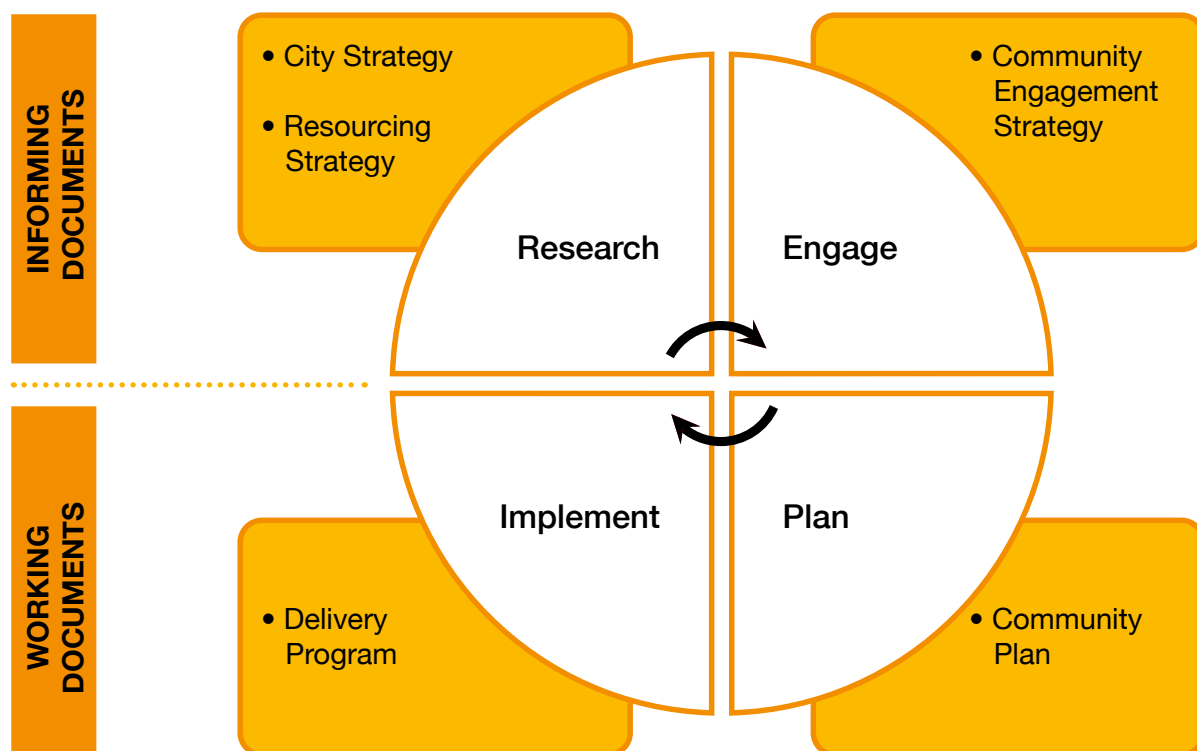
The Integrated Planning and Reporting (IPR) framework for Local Government was introduced in 2009 as an amendment to the *Local Government Act 1993*. The IPR framework requires a hierarchy of documents including a long-term *Community Strategic Plan*, a *Community Engagement Strategy*, a *Resourcing Strategy* and a *Delivery Program* (including the *Operational Plan*) for each elected council term (see diagram below). It was introduced to help councils improve the strategic planning for their community, and financial, workforce and asset management.

The *Community Plan* identifies the long term aspirations our community want to see delivered in the City over the next 20 years. As the 'big picture' plan for the City, the *Community Plan* identifies some outcomes that are beyond Council's responsibilities. The *Community Plan* recognises that others in our community (individuals, businesses, governments, community organisations and agencies) also contribute to future

outcomes and are key partners in delivering the outcomes the community would like to see. Through collaboration it is possible to achieve a coordinated approach and value for money in meeting our community's needs and priorities. The *Community Engagement Strategy* outlines how Council will engage with its community, key partners and stakeholders in the development and review of the *Community Plan*.

The *Community Plan* and *Delivery Program* are informed by a *Resourcing Strategy* and *City Strategy*. The *Resourcing Strategy* outlines Council's capacity to manage assets and deliver services over the next 10 years. It includes three key elements – a *Workforce Plan*, an *Asset Management Plan*, and a long term *Financial Plan*. The *City Strategy* examines the long term issues facing our City and community through seven themes (housing, jobs and economy, transport and access, infrastructure delivery, community wellbeing, the environment and places), and details Council's policy responses and goals to achieve a sustainable future.

Community Plan	Key elements	Description
Identifies the long term aspirations our community want to see delivered in the City over the next twenty years	Vision	A statement that describes our community's image of the City's future.
	Community Outcomes	The seven community outcomes that summarise our community's aspirations and describe what will be achieved, which were confirmed by our community through the engagement program.
	Community Indicators	How progress towards the community outcomes will be measured.
	Strategies	Each outcome has a number of strategies, which outline how the community outcomes will be achieved
Delivery Program	Key elements	Description
Details the 4 year work program that Council will implement, within its responsibilities and capacity, which contributes to the community outcomes. It includes the 1 year Operational Plan.	Community Outcomes	The seven community outcomes in the Community Plan are repeated in the Delivery Program to provide a simple and clearly linked framework.
	Strategies	The strategies in the Community Plan are repeated in the Delivery Program to provide a simple and clearly linked framework.
	Performance Measures	These are assessment methods to measure the effectiveness of the activities each Council service delivers. It also measures Councils' contribution towards the strategies that help achieve the community outcomes.
	Service Activities	In each of Council's many services, these are the activities that are delivered every year.
	Actions	As part of the service activities there may be a specific action that is implemented in a defined and agreed timeframe.



Measuring our progress

Council has developed community indicators to measure progress towards the outcomes in the *Community Plan*. Some of the indicators are based on data that can be collected regularly, however, the timeframes for collection (such as the census) are not always consistent with our statutory reporting requirements. Information is also collected through an independent community survey that Council

carries out every year.

Each year, Council's Annual Report provides a summary of our progress towards an environmentally, socially and economically sustainable City, and Council's performance, in managing its budgets and delivering programs and services. The reporting framework below builds a picture of Council's performance and progress towards achieving the community outcomes.

Document	What does it measure?	How is it reported and what period does it cover?
Community Strategic Plan		
Community indicators	Progress towards achieving the community outcomes	End of Term Report – a progress report is prepared by the outgoing Council every 4 years
Council's Delivery Program (including the Operational Plan)		
Performance measures	<p>These are assessment methods to measure the effectiveness of the activities each Council service delivers. All services will report on:</p> <ul style="list-style-type: none"> • % of service activities completed each year • % of budget variance reported (5%) <p>It also measures Councils' contribution towards the strategies that help achieve the community outcomes.</p>	<p>Annual Report – a progress report for the financial year (July-June) is prepared by Council every year</p> <p>Six Monthly Performance Report – a progress report for each six months (July-December and January-June) is presented to Council</p> <p>Quarterly Performance Report – a status report on the budget for each three months (July-September, October-December, and January-March) is presented to Council</p>

Council's roles

Penrith City Council operates under the NSW Local Government Act 1993 and is responsible for providing services and administering assets for the local government area. The Local Government Act includes the Council's Charter, which identifies the matters that councils need to consider when carrying out their responsibilities.

In following this Charter, Council pursues our community's aspirations and ideas, and builds strong partnerships in the region, including the Western Sydney Regional Organisation of Councils (WSROC), and nationally through the National Growth Areas Alliance (NGAA), which represents the 25 fastest growing council areas on the fringes of capital cities around Australia.

Council's role extends beyond the direct provision of services to advocating for an equitable allocation of resources from the state and federal governments as well as demonstrating, as a leader, how to create a more sustainable City.

Council has adopted the principles of sustainability to guide its decisions and actions. These are a commitment to ensure a higher quality of life for all, both now and in the future, through economic growth, environmental protection, social equity and civic leadership. We base our decisions on research, analysis and strategic planning. We have a number of key roles in working towards a sustainable City, including:

Leader

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

Advocate

Council seeks to improve equity in service delivery, facilities and opportunities for our City and 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.

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.

Facilitator

Council assists interaction among 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.

Educator

Council can play a key role in educating our communities and stakeholders in the long term benefits of sustainability. A broad range of opportunities exists for Council to articulate its vision for a sustainable Penrith, and engender knowledge and interest in others.

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.

Service Provider

Council has a strong commitment to delivering the services needed by our 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

Penrith City Council would like to acknowledge the assistance of our residents, key partners, business groups, community groups and service providers in the preparation of this Community Plan.

Design by Verve Studio – www.vervestudio.com.au

Majority of photos by Hired Gun Photography – www.hiredgun.com.au

Regional City photo from Rowing Australia

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INTERPRETING ASSISTANCE

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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.
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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 पेनरिथ सिटी काउंसिल से (02) 4732 7777 पर संपर्क करें. या आप काउंसिल आएँ और एक दुभाषिया की माँग करें.
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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 شمار 4732 7777 (02) 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 පෙන්රිත් නගර සභාව (Penrith City Council) හා සම්බන්ධ කර දෙන ලෙස ඉල්ලා සිටින්න. නැතිනම් නගර සභාව වෙත පැමිණ නොපැමිණිවීමකදී ලබා දෙන ලෙස ඉල්ලා සිටින්න.
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