



# PENRITH CITY COUNCIL

## BUSINESS PAPER



*Penrith City Council Centenary of Federation Public Speaking Competition  
Winner of the Junior Section Alexandra Seitam from Glenmore Park Public  
School with Steve Hackett - Director of City Services*



## Policy Review Committee Meeting

9 April 2001



# Penrith City Council

A COUNCIL COMMITTED TO PROVIDING THE HIGHEST QUALITY SERVICE TO ITS CUSTOMERS

5 April 2001

Dear Councillor,

In pursuance of the provisions of the Local Government Act, 1993 and Regulations thereunder, notice is hereby given that a **POLICY REVIEW COMMITTEE MEETING** of Penrith City Council is to be held in the Pasadena Room, Civic Centre, 601 High Street, Penrith on Monday 9 April 2001 at 7.00 p.m.

Attention is directed to the statement accompanying this notice of the business proposed to be transacted at the meeting.

Yours faithfully,

**Alan Travers**  
**General Manager**

## *B U S I N E S S*

### **1. APOLOGIES**

### **2. LEAVE OF ABSENCE**

*Leave of Absence has already been granted to:  
Councillor Fowler 30<sup>th</sup> March – 12<sup>th</sup> April 2001*

### **3. CONFIRMATION OF MINUTES**

*Policy Review Committee Meeting – 12<sup>th</sup> March 2001*

### **4. DECLARATIONS OF INTEREST**

- Pecuniary Interest
- Other Interest

### **5. NOTICE OF MOTION**

### **6. ADOPTION OF REPORT AND RECOMMENDATIONS OF WORKING PARTIES**

### **7. MASTER PROGRAM REPORTS**

### **8. SUPPLEMENTARY/LATE REPORTS (TO BE DEALT WITH IN THE MASTER PROGRAM TO WHICH THE ITEM RELATES)**

### **9. CONFIDENTIAL BUSINESS**



**Enquiries regarding this Business Paper should be directed to the Public Officer, Peter Huxley on (02) 4732 7649**

**POLICY REVIEW COMMITTEE MEETING**

**MONDAY 9 APRIL 2001**

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**PENRITH CITY COUNCIL**  
**MEETING CALENDAR**  
**1 July 2000 - 30th June 2001**  
**MEETING CALENDAR**  
**MINUTE NO 1316**

	<b>TIME</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>
Ordinary Meetings	<b>7.00 pm</b>	<b>23</b>	<b>7</b> <b>#21</b>	<b>4</b> <b>18</b>
Extraordinary Meeting				
Policy Review Committee	<b>7.00 pm</b>		<b>14</b>	<b>25</b>

**Council has two Ordinary Meetings per month where practicable. Extraordinary Meetings are held as required.**

**Policy Review Meetings are held monthly.**

**Members of the public are invited to observe at meetings of the Council. Should you wish to address Council, please contact The Public Officer, Peter Huxley on 47327649.**

**# Meetings at which the Management Plan quarterly review is tabled and discussed.**

<b>WORKSHOP CALENDAR 2001</b>									
	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>	<b>AUG</b>	<b>SEPT</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>
<b>OTHER COUNCIL ACTIVITIES</b>									
Works Inspection	27		22						
Economic Development & Employment		8							
Strategic Planning Review Workshop <b>(To Be Determined)</b>									
Management Planning Special Workshop									
Local Traffic Committee Meetings		7	4	2	6	3	8	5	3
WSROC Board Meeting			21						
WSROC EMC Meeting		17							
Local Government Week				23-30					
<b>POLICY FORUMS</b>									
National General Assembly - (Canberra) (ALGA)								25-28	
Local Government Association Conference - (Wollongong) (LGA)							27-31		
Australian Local Government Women's Association Conference									
Flood Plain Management Conference		8-11							
State Assembly of Local Government (Sydney)				16-17					

**REPORT AND RECOMMENDATION  
OF THE POLICY REVIEW COMMITTEE MEETING OF PENRITH CITY  
COUNCIL HELD IN THE COUNCIL CHAMBERS, PENRITH  
ON MONDAY 12 MARCH 2001 AT 7.00 PM**

**PRESENT**

His Worship the Mayor Councillor D Bradbury, D Bailey, J Bateman, G Davies, G Evans (arrived 7.09PM )R Fowler, J Greenow, A Khan, C O'Neill, K Paluzzano, P Sheehy, S Simat, and J Thain

**APOLOGIES**

PR62 RESOLVED on the MOTION of Councillor Bailey seconded Councillor Thain that apologies be received and accepted from Councillor G Evans.

**LEAVE OF ABSENCE**

Councillor C O'Toole is on Leave of Absence.

PR63 RESOLVED on the MOTION Councillors Bailey seconded Councillor Thain that Leave of Absence be granted to Councillor J Aitken.

**CONFIRMATION OF MINUTES**

**Policy Review Committee Meeting – 12 February 2001**

PR64 RESOLVED on the MOTION of Councillor Bailey seconded Councillor Simat that the minutes of the Policy Review Meeting of 12 February 2001 be confirmed.

**DECLARATIONS OF INTEREST**

No declarations of interest were received.

**MASTER PROGRAM REPORTS**

**1. Disability Action Plan Scoping Study**

Carol Joyce, Community Development Manager introduced Mr Steve Hiland a local resident and Mr John Moxon from Moxon Green and Associates. Mr Hiland addressed the meeting on the issues associated with physical disabilities and access to facilities. He congratulated Council on its efforts on making the City of Penrith accessible and its support in addressing access to public transport.

Mr Moxon addressed the meeting on the need for a Disability Action Plan. He advised the Plan would allow Council to analyse barriers faced throughout the City by persons with disabilities and provide the basis for strategies to be put in place. He also advised that having an Action Plan in place would meet legislative requirements and could be put as part of a defence in the event of litigation.

PR65 RESOLVED on the MOTION of Councillor Thain seconded Councillor Sheehy that Council notes the information contained in the Disability Action Plan Scoping Study report.

**2 Penrith City's Health Needs**

**7003/1**

Craig Butler, Building Approvals and Environmental Protection Manager introduced Mr Kevin Hedge the Director Drug and Alcohol Services Wentworth Area Health Services. Mr Hedge outlined the history and membership of the NSW Community Drug Action Teams and the Penrith Community Drug Action Team. He advised that the Penrith Community Drug Action Team were currently developing an action plan that included Police/Health training and liaison, information resources, case management of prisoner after release, diversion program for young offenders and a proclaimed place for young people. He said that they would need to have strong agency representation, seek NSW Government endorsement and seek adequate community representation.

PR66 RESOLVED on the MOTION of Councillor Bateman seconded Councillor Sheehy that the report concerning Penrith City's Health Needs and the presentation in relation to the Penrith Community Drug Action Team be received.

Councillors Fowler and Bailey left the meeting the time being 7.45PM.

**3 Use of the Penrith Valley branding on Council Communications**

**1000-58**

Councillors Fowler and Bailey returned to the meeting the time being 7.48PM.

Mr Peter Huxley, Executive Officer highlighted issues outlined in the report and provided examples of where Council's Crest and Penrith Valley brand could be used.

PR67 RESOLVED on the MOTION of Councillor Paluzzano seconded Councillor Thain

That:

1. The report on the use of the Penrith Valley branding in Council communications be received;
2. The guidelines for use of the Council crest, Council logo and Penrith Valley logo set out in the report on the use of the Penrith Valley branding in Council communications be adopted.
3. A further report be presented to Council on sponsorship policy outlining when the Penrith Valley Logo and the Crest can be used. The report to also include details on providing a competition for a motto to be used with Council's Crest.

Councillor Evans left the meeting the time being 8.02PM.

**4 2001/2002 Rating Policy**

**6503/4 Part 11**

## ***Policy Review Committee Meeting***

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68 RESOLVED on the MOTION of Councillor Fowler seconded Councillor Thain  
That:

1. Council's current rate structure be included in the 2001/02 Draft Management Plan;
2. Council's Pension Rebate Policy for inclusion in the Draft Management Plan to be 50% rebate of rates and domestic waste to a maximum of \$250;
3. The Hardship Policy due to the revaluation, allow any ratepayer who experiences a rate increase by more than 25% over the full year's 2001/02 rate, an entitlement to defer the payment of the increase for a period of up to two years and that interest that accrues due to the deferment be waived;
4. The Hardship Policy due to the revaluation be released to the media.
5. The concept of a levy funded Catchment Works Program be developed and a further report be presented to Council.

Councillor Evans returned to the meeting the time being 8.08PM.

### **5 Director Progress Reports on Strategic Program**

**36/27**

Mr Alan Travers, General Manager and Mr Bruce McDonald, Director ~ City Strategy gave an overview of the process outlined in the report.

Councillor Paluzzano sought clarification on critical actions correlation with Directorate reporting.

Mr McDonald advised that a column would be inserted in the format of the distributed document recording progress towards the 4 year outcome.

Councillor Bailey requested information on newspaper distribution for rural areas and when the Advertising Working Party would be meeting.

Mr Steve Hackett, Director ~ City Services advised that the Working Party would meet in the next quarter ending in June 2001.

Councillor Fowler requested the Advertising Working Party meet before June.

69 RESOLVED on the MOTION of Councillor Paluzzano seconded Councillor Greenow that the information contained in the Director Progress Reports on the Strategic Program be received.

### **LEAVE OF ABSENCE**

70 RESOLVED on the MOTION of Councillor Paluzzano seconded Councillor Greenow that a Leave of Absence be granted for Councillor Bateman from 28<sup>th</sup> March – 3<sup>d</sup> April inclusive.

***Policy Review Committee Meeting***

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There being no further business the Chairperson declared the meeting closed the time being 8.29PM.

Confirmed  
Chairperson

## WORKSHOP CALENDAR 2001

	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
<b>PROFESSIONAL DEVELOPMENT FORUMS AND CONFERENCES</b>									
Local Government Managers Australia (National Congress) Brisbane		13-16							
Local Government Managers Australia (NSW Conference) (Sydney)					9-10				
Local Government Managers Australia (Forum - 1 day only) (Sydney)		28							
Urban Development Institute of Australia - (UDIA) NSW Conference (Terrigal)						14-15			
Royal Australian Planning Institute (RAPI) National Conference (Adelaide)									
Australian Institute of Environmental Health (NSW) Annual Conference									
Australian Institute of Environmental Health (National) Annual Conference (Perth)							14-19		
Australian Institute of Building Surveyors (NSW) Annual Conference				16-17					

## **MASTER PROGRAM REPORTS**

<b>Item</b>		<b>Page</b>
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**The City in Its Region**

**1 Presentation by the Western Sydney Regional Organisation of Councils (WSROC)**

**19/1**

**Compiled by: Helen Lowndes, Corporate Development Manager**

**Authorised by: Bruce McDonald, Director ~ City Strategy**

<p><b>Management Plan 4 Year Outcome (Page 5):</b> <i>Penrith is recognised widely as an innovative vibrant and attractive City with an identify distinguishing it from other parts of Sydney.</i></p> <p><b>00/01 Critical Action:</b> <i>Participate in activities of appropriate regional organisations.</i></p>
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**Background**

Council is a founding member of WSROC which was formed in November 1973 and now includes the ten Western Sydney councils – Auburn, Baulkham Hills, Blacktown, Blue Mountains, Fairfield, Hawkesbury, Holroyd, Liverpool, Parramatta and Penrith. The decision making body of WSROC is the Board, consisting of two voting Directors from each member Council. The Board meets every two months at the offices of its member councils. Clr O’Neill and Clr O’Toole are Council’s Directors. Clr O’Neill is also a member of the WSROC Executive Management Committee.

**Current Situation**

An update report on WSROC activities including the new Work Program for the 2001-2003 period was provided to Council on 19 March 2001. Arising from that report Council endorsed the work program and raised questions about WSROC’s response on the Badgerys Creek Airport. A copy of that work program is attached.

The Executive Director of WSROC, Mr Alex Gooding, has been visiting member councils in recent months to discuss WSROC matters. The opportunity has therefore been taken to invite Mr Gooding and Mr Luke Nicholls, WSROC’s Senior Project Officer – Planning tonight to make a short presentation on WSROC’s Work Program for 2001 to 2003. Following the presentation Mr Gooding is available to answer any questions.

**RECOMMENDATION**

That Mr Gooding and Mr Nicholls be thanked for their presentation on the activities of WSROC.



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## **The City in Its Environment**

### **2 Domestic Waste Management Charge 2001/2002**

**7015/1**

**Compiled by:** Geoff Brown, Waste Management Supervisor  
Peter Browne, Senior Corporate Accountant

**Authorised by:** Garry Rumble, Safety, Emergency & Waste Services Manager

<b>Management Plan 4 Year Outcome (Page 32):</b> <i>Resident and business waste to landfill is reduced.</i> <b>00/01 Critical Action:</b> <i>N/A.</i>
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The purpose of this report is to advise Council on the impacts of a number of scenarios on the determination of the 2001/2002 domestic waste management charge.

#### **Background**

The Local Government Act requires the Domestic Waste function to be self funding. It cannot subsidise or be subsidised by other functions. Within the category of domestic waste however, one service may subsidise another. Each year the budget is prepared on the basis of services include domestic garbage, on-call clean-up service, recycling and effluent removal.

The underlying philosophy of waste management has changed over recent years. Traditionally, policies were based around the few individuals who are inclined to do the wrong thing. The objective was to minimise pollution. Fees were kept to a minimum and everybody paid the same amount so that there was little incentive to illegal dumping. Today there is a push to provide incentives to minimise waste. The State Government has a definite policy of pushing up tipping costs to provide incentives to reduce waste to landfill. Policy is generally formed around the actions of the majority who will do the right thing.

#### **Current Situation**

It has become obvious that we are headed for a major increase in the cost of tipping for next year. At the same time, Council has resolved to proceed with a number of measures to improve the waste service which will also increase the cost of the service.

The budget for 2001/02 will propose an increase of \$24.18 to \$211.90 per annum to cover these cost increases. These items are dealt with in greater detail below and a summary of the costs is attached.

#### ***Tipping Charges***

Waste Services NSW have made a submission to the Minister for the Environment to increase the current tipping charge. The Minister's decision may not be known until the end of March.

Discussions with Waste Service officers have indicated that the tipping charge may increase to be equal to the commercial tipping charge and that the commercial charge may itself increase based on CPI. The budget estimates require a \$4.79 per annum increase in the domestic waste charge to recover this cost. Waste Services NSW advised that the life of the Eastern Creek Landfill will end in November 2001. An application to further develop tipping facilities at Eastern Creek has been processed and is waiting Ministerial approval. Waste

Services further advised that it will take 45 weeks to excavate a new cell for waste disposal operations once approval has been granted.

It has been suggested that if approval to extend Eastern Creek is granted, a temporary transfer facility may be established. Should this not occur the nearest waste disposal facility to Penrith is the Seven Hills Transfer Station. It seems certain that Council will be directed to use a transfer station for part of next year. The only questions are whether it will be a new transfer station or an existing one; and how long the arrangement would be in place.

Transfer Stations attract a gate fee of \$10/tonne more than the landfill fee. The budget estimates require a \$7.33 per annum increase in the domestic waste charge to recover this cost.

### ***Contractors' Costs – Garbage and Recycling***

Contractors' charges increase by CPI Indexation Formulas each year. The projected increase requires a \$5.23 per annum change in the annual charge.

### ***Effluent Removal and Disposal***

The contractor's charge to Council to provide this service is volume based. The charge to users of the service is a flat annual charge. At the commencement of the contract Council resolved to set resident charges below the cost to provide the service. The cost to the users of the service has been increased in line with CPI each year.

Since the commencement of the contract, volumes have increased from approximately 2.8M litres (96/97) to 4.3M litres (99/00). This is a total increase of around 50%.

The increase in volume after the first 18 months of service was approximately 20-25%. This increase was a result of residents using more water due to the introduction of a flat annual charge in lieu of the volume charge. In subsequent years volumes continued to increase by approximately 10% & 12% for the periods 1998/1999 and 1999/2000 respectively. New services totalling 44 additional dwellings have joined the system since 1997. This is an increase of 14%.

Meter readings at Council's effluent disposal depot substantiate the volumes collected by Rethmann's contractors.

It therefore seems clear that the increase in volumes are mainly due to either residents being less careful about the level of waste water they generate and / or due to previous illegal dumping now being collected in the appropriate way.

It is estimated that the cross subsidy for the 2001/2002 period will be in the vicinity of \$500,000 (or \$8.38 per regular waste service) if Council continues its existing policy. The estimated expenditure increase for the 2001/2002 period will be approximately \$175,000. The budget estimates require a \$2.51 per annum increase in the domestic waste charge to recover this cost.

### ***Collect and Return Services for Multi Unit Housing***

Council recently resolved to provide this method of waste collection service to overcome bin congestion problems on the naturestrip. Negotiations with our contractors have not yet commenced and final costings for this service will not be available until firm figures and service numbers are provided. It is anticipated that this service may not commence until September 2001. Based on preliminary costings it is estimated the cost for garbage and recycling services will be approximately \$187,500 and \$112,500 for the 2001/2002 period.

The budget estimates require a \$5.01 per annum increase in the domestic waste charge to recover this cost.

### **Introduction of 120 Litre Mobile Garbage Bins**

It is proposed to introduce smaller garbage bins from 1 July 2001. The proposed Domestic Waste Management charge for a 120L bin will be \$25 less than the charge for the 240L bin. This differential reflects the estimated difference in the cost of providing the two services. It should be noted that at present, people who do not fill their bins are subsidising those who do. With the introduction of the smaller bins, the subsidy is removed and people with the larger bins will face a small price rise that reflects this lost subsidy.

There is a possibility that some residents may try to take advantage of the lower cost but may not be able to manage their waste output.

It is proposed to implement a service charge of \$25 for residents who request a smaller bin but revert back to a big bin within 12 months. This charge is necessary to cover administrative costs as well as pick up and delivery costs due to the second changeover.

### **Future Impacts on the Domestic Waste Management Charge**

Funding was provided in the 2000/2001 budget to conduct a trial garden organics collection service. Investigations of services provided by other councils and a trial conducted by Penrith Council some years ago has not revealed anything new in garden organics collection. A preference was then given to investigating the implementation of an on-call garden organics collection service by varying the on-call clean-up service currently provided by Rethmann.

Legal advice was sought from Gadens who advised that due to the annual cost of the service exceeding \$100,000 Council would have to tender for this service.

The provision of a garden organics collection service by the on-call collection method is in line with the Western Sydney Waste Board's Strategy. Briefly, the Board's strategy in order of preference and based on highest resource value is:

- Resident home composting/worm farming
- Resident self-haul to drop-off centres
- At call collection service
- Containerised service

Council actively participates in annual home composting promotions in conjunction with the Board. Council also provides and offers for sale compost bins and worm farms.

The Board is now pursuing a site at Great Western Highway, Werrington, to establish a drive-through recycling centre which will accept resident garden organics.

Council's Parks & Reserves Department is generating approximately 6000m<sup>2</sup> of garden organics each year for reuse on Council landscape projects.

The Board does not support a containerised service and any grass cuttings in the domestic waste bin will be accepted at the proposed South Windsor Pre-Treatment Facility when operational.

Estimated costs from Rethmann to establish an on-call garden organics collection service to run parallel to the general on-call clean-up service was in the vicinity of \$350,000 per annum.

Due to the increasing domestic waste management charge it is suggested that garden organics collection services be held over to 2002/2003. At this time Council should have a clear picture on the establishment of the South Windsor Pre-Treatment Facility (tenders currently being examined) and the drive-through recycling centre proposed for the Penrith area.

**RECOMMENDATION**

That the report concerning the Domestic Waste Management Charge 2001/2002 be received.



		2001/2002 Proposed Budget				2000/2001 Original Budget				Change	Per Service
		Volume	Price	Total Cost		Volume	Price	Total Cost			
<b>Recycling Component</b>											
Contractor Payment											
Additional Cost -Bulk bins											
Loan Repayment - Recycling Bins											
	57,000	0.761	2,326,033		56,075	0.0693	2,135,363		192,670		
			112,500						112,500		
			385,170				385,171		(1)		
			<b>2,825,703</b>				<b>2,520,534</b>		305,169		4.43
<b>Sullage Component</b>											
Contractor Payment											
Disposal charges											
	51,683,400	1.484	758,712		41,084,400	1.414	577,441		181,271		
			17,200				38,200		(21,000)		
			<b>775,912</b>				<b>615,641</b>		160,271		2.51
<b>Regular Waste</b>											
Tipping Charge components											
- Standard tipping											
	56,040	39.9	2,235,996		55,809	36.85	2,056,562		179,434		
- Clean up tonnes *											
	2,500	39.9	99,750			0			99,750		
- Environmental Levy											
	58,540	22	1,287,880		55,809	22	1,227,798		60,082		
- Transfer station tipping											
	43,905	10	439,050			0			439,050		
			<b>4,062,676</b>				<b>3,284,360</b>				
Sub Total											
	59,900	1.2612	3,905,869		59,000	1.1986	3,692,627		213,242		
Contractor Payment											
Additional Cost -Bulk bins											
			187,500						187,500		
			<b>8,156,045</b>				<b>6,976,987</b>		1,179,058		17.83
<b>Administration</b>											
Education & Promotion											
			170,800				73,010		97,790		
Invoicing, Collection											
			159,655				158,317		1,338		
Customer Service, records & Policy											
			420,688				493,388		(72,700)		
Domestic waste share of pensioner discount											
			161,873				194,028		(32,155)		
Environmental Protection - Gipp St tip											
			300,000				310,000		(10,000)		
			<b>1,213,016</b>				<b>1,228,743</b>		(15,727)		(0.59)
<b>TOTAL COSTS</b>											
			<b>\$ 12,970,676</b>				<b>\$ 11,341,905</b>		<b>\$ 1,628,771</b>		<b>\$ 24.18</b>

\* Included in total tonnes for 2000/01

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## **The City as a Social Place**

### **3 Community Services Directory**

**109/12**

**Compiled by: Mick Fell, Community Programme Co-ordinator**

**Authorised by: Carol Joyce, Community Development Manager**

**Management Plan 4 Year Outcome (Page 48):** *Social Services and facilities are established and operating to meet community needs.*  
**00/01 Critical Action:** *Support local community programs to meet identified community needs.*

#### **Purpose**

A demonstration of the Westnet Community Services Directory has been arranged for the Policy Review meeting to be held tonight.

#### **Background**

On Friday, 9<sup>th</sup> March, 2001 the Westnet Community Services Directory was launched by the Deputy Premier, Dr Andrew Refshauge, in his capacity as Minister for Urban Affairs and Planning. The Mayor, Councillor David Bradbury, attended as an official guest.

This computer-based directory of community services in New South Wales was developed by Westnet, a local community based organisation, using funding obtained through the Department of Urban Affairs and Planning. The system is used by Council for its provision of information on over 400 services available in the Penrith Local Government Area.

#### **Current Situation**

At the launch guests were given a demonstration of the system, including its ability for instant updating, access to a wide-ranging database and 24 hour access.

The directory information is available through the Internet, on Compact Disc and, if required, can be printed. It enables specific enquiries for information to be responded to quickly, accurately and with a far greater degree of efficiency than is possible using print based systems or more limited computer systems. Access to the directory system will be via Council's website as well as our offices, libraries and other service points.

Tonight's demonstration will provide an opportunity to see the system in operation and to become familiar with its capabilities.

#### **RECOMMENDATION**

That the report regarding the demonstration of the Westnet Community Services Directory be received and noted.



## **The City as a Social Place**

### **4 Neighbourhood Co-ordination Project**

**1040/27**

**Compiled by:** Erich Weller, Community Programme Co-ordinator; Barry Ryan, Safety and Emergency Services Co-ordinator

**Authorised by:** Gary Dean, Corporate Manager~Operations

**Management Plan 4 Year Outcome (Page 52):** *Agreed plan for delivery of community infrastructure has been implemented.*  
**00/01 Critical Action:** *Undertake a community infrastructure needs analysis and identify additional resources required.*

### **Introduction**

The organisational restructure resulted in the formation of a new function called "Neighbourhood Community Services". With that function two services were identified:

- Community Safety
- Placed Managed Neighbourhood Development Programmes (including Villages)

This report discusses the second of those two and recommends an approach for addressing that part of the programme.

The Neighbourhood Co-ordination Project is the preferred description for the model outlined in this report. The reasons for this are provided below.

Fundamentally the Neighbourhood Co-ordination Project is about the more effective and co-ordinated delivery of existing services. It can also provide a best practice approach to achieving outcomes on more complex issues as described below.

### **Background**

In its current Strategic Plan and Management Plan Council has placed considerable emphasis on addressing the particular infrastructure needs of older established areas.

Part of the current restructure is to enable Council to adopt a place co-ordination approach to selected older established areas.

A number of officer workshops have been held within Council dealing with the new functions. The following issues arose from the workshop on this matter:

- Review delivery of services
- Single point of contact for addressing those actions
- How do we achieve co-ordination amongst the other agencies?
- Need to set up a process in the community without making it institutional
- Pilot scheme should be trialled

A small working group was subsequently formed in order to further develop the project. The group consisted of officers from "field" operational areas of Council.

This report is a result of that further work and includes a recommended approach for addressing this new function.

## **The Neighbourhood Co-ordination Project**

The Working Group discussed the name for the programme and prefer Neighbourhood Co-ordination Project. The use of the word “development” can generate a number of different responses and may be perceived by some as implying some physical development or redevelopment (eg multi unit housing), particularly in the context of the established areas of the City.

### **Objectives of the Neighbourhood Co-ordination Project**

The following objectives have been adopted for the purpose of developing the project framework:

- review the delivery of existing operational services (e.g. garbage collection, parks maintenance, footpath and road maintenance, etc.)
- enhance the amenity and appearance of the local neighbourhood
- contribute to building community ownership and pride in local neighbourhoods
- identify service gaps and needs
- develop partnerships to meet identified service needs
- increase community use of public infrastructure.

To achieve these objectives a two-tiered approach is recommended.

### **Recommended Approach**

- First Tier

Initially it is proposed that the Neighbourhood Co-ordination Project focus on improving the delivery of operational services to a place or neighbourhood.

The implementation of this stage would be virtually immediate, and complement existing operations where maintenance is required.

Current operational practices should be improved by the enhanced co-ordination provided within the given area(s).

Initially the Neighbourhood Co-ordination Project would be required to promote and advertise amongst local community stakeholders and residents that Council has nominated a Project Co-ordinator to the Neighbourhood Co-ordination Project for the selected area. The Project Co-ordinator would also have to become very familiar with the selected pilot area.

The Project Co-ordinator may receive and assess requests for operational services that are not or may appear not to be adequately responded to. A key role of the Co-ordinator would be to ensure that requests for operational services, after assessment, are appropriately and promptly dealt with, and implement change where necessary to prevent the occurrence of the issue. Existing budgets, which various managers hold for particular services, should cover routine requests.

Over time the Project Co-ordinator would ensure a mainstreaming of their approach to the improved delivery of routine operational matters. This may result in greater communication between operational staff and the person/group requesting the service(s).

- Second Tier

The Project Co-ordinator, through their regular contact with local stakeholders, as well as the operations and programmes of Council in a place, would identify more complex issues that require a more sophisticated approach for improved outcomes to be achieved.

This second tier would address these more complex issues and may well involve a number of major local stakeholders. This might include a number of local businesses, a local school, or other property owners. On some of these more complex issues Council may well be an advocate on behalf of the local community to achieve improvements to local neighbourhoods.

More complex issues that might involve this second tier approach could include a neighbourhood improvement initiative focussed on community safety and amenity around a railway station and local strip shopping centre. In this example the police, State Rail, and local businesses and Council would be the major stakeholders. Council's advocacy and leadership role would be undertaken as a partnership with the other concerned stakeholders. The solutions come from an acknowledgement of how each of the partners can contribute, through a co-ordinated strategy, to positive outcomes for the local community as well as the stakeholders.

This approach to second tier issues is pragmatic and flexible and provides the capacity for Council to respond to more complex issues in a structured and proactive way.

### **Resource Needs**

In the first tier of the proposed Neighbourhood Co-ordination Project routine maintenance should be covered from existing departmental resources. However there may be some maintenance tasks for which some additional funds are required. The current budget makes no provision for that.

For second tier issues that are identified as part of the Neighbourhood Co-ordination Project it is difficult to estimate the resources required. However these more complex issues are not expected to be the immediate priority for the project. As issues emerge and are assessed particular strategies and budgets can be developed. It is also likely that a number of second tier issues will not require additional resources but an organisational commitment to a particular course of action, e.g. advocacy or co-ordination of other stakeholders.

### **Selection of Neighbourhood Place or Area**

Council's organisational restructure has placed a significant emphasis and focus on older established areas.

The Working Group investigated a number of areas across the City where this new programme could commence. The group has recommended Werrington/Cambridge Park.

The area nominated is bounded by the railway line, The Northern Road, south of Dunheved Road and west of South Creek.

There are a number of reasons why this area would benefit from the introduction of this Neighbourhood Co-ordination Project model. They are:

- it is an older established area undergoing a certain amount of redevelopment
- it is an area with an identifiable catchment population

- it has a limited number of existing activity focal points including schools, small shopping centres and rail stations
- it has significant exposure to a broad range of Council operational functions (e.g. Werrington Lakes Precinct, Rance Oval, in addition to those that every area receives)
- it has some community services infrastructure including a neighbourhood centre, hall, child care services, youth service and NSW Department of Community Services funded incorporated community development project
- Council has commenced a number of initiatives in the area including community safety and a major stormwater improvement program
- it has been identified by Councillors as an area requiring additional focus.

Another area is Cranebrook bounded by Andrews Road, Cranebrook escarpment, Boundary Road and The Northern Road.

This area has an existing place co-ordinating structure, the Cranebrook Neighbourhood Advisory Board (NAB), which was established in 1995. It is convened by the Department of Housing and has approximately 30 participating agencies. However active participation is generally confined to 5-6 agencies.

The NAB's brief is to cover the whole of Cranebrook. Most recently the NAB convened a public meeting to discuss a number of issues that have arisen in the Hosking Street Precinct.

The NAB certainly provides an existing framework from which to develop and build a more effective place co-ordination project. The physical environment improvements required in the Hosking Street precinct could be a subset of the broader Cranebrook Neighbourhood Co-ordination Project. A Master Plan for the precinct, funded and developed by Council, would identify a prioritised schedule of works for enhancement of the physical environment. Funding for this project is to be considered in conjunction with the 2001/2002 Management Plan. This would be complemented by Council operational functions (e.g. lawnmowing, rubbish collection, graffiti management, etc.) to ensure maintenance of the improved visual appearance. At the same time an Action Plan could be developed in co-operation with local service providers to address some of the identified social issues.

Kingswood was another area considered. However, the initiatives proposed under Council's new programme are similar to the DUAP/Council partnership Urban Improvement Program which is to commence in the near future in the Kingswood area.

## **Conclusion**

Council has recognised in its organisational restructure the need to bring a more effective and co-ordinated approach to the delivery of services to the City's older established areas. The means of achieving this is through the Neighbourhood Co-ordination Project.

This report has outlined a two-tier approach for addressing this issue and has nominated the Werrington/Cambridge Park area to commence the programme.

For the initial start-up period (2001/02) staff will be drawn from existing Departments. This situation will be monitored and can be reviewed after the initial 12 months.

Council's endorsement of the approach outlined in this report is sought.

**RECOMMENDATION**

That Council receives the presentation and endorse the approach for the implementation of the Neighbourhood Co-ordination Project.



## **Council's Operating Environment**

### **5 Centenary of Federation Public Speaking Competition**

**1003/38**

**Compiled by:** Colin Dickson, Corporate Marketing Supervisor

**Authorised by:** Geoff Shuttleworth, Economic Development & City Marketing Manager

<p><b>Management Plan 4 Year Outcome (Page 111):</b> <i>Effective communication occurs throughout the organisation, with the community, and among major city organisations.</i></p> <p><b>00/01 Critical Action:</b> <i>Coordinate and support civic events and functions.</i></p>
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#### **Background**

Late last year Council adopted a program of Centenary of Federation activities to take place throughout the Centenary year. One of these activities was a public speaking competition for school children in the Penrith local government area. This competition has been organised by Penrith City Council in conjunction with the Western Sydney Heritage Committee.

#### **Current Situation**

The 'Penrith City Centenary of Federation Public Speaking Competition' was held last Tuesday, 3<sup>rd</sup> April in the Nepean Room of the Civic Centre. The competition was launched by Councillor Pat Sheehy and all schools in the Penrith local government area were invited to participate.

In total 16 students from 13 schools participated. The schools that participated were:

- ◆ Emu Heights Public School,
- ◆ Our Lady of the Way School Emu Plains,
- ◆ Banks Primary School,
- ◆ St Marys South Public School,
- ◆ Holy Family School , Luddenham,
- ◆ Penrith Public School,
- ◆ Glenmore Park Public School,
- ◆ Cambridge Park Public School,
- ◆ Penrith Christian Community School
- ◆ Penrith High School,
- ◆ St Pauls Grammar School,
- ◆ Mamre Christian College
- ◆ St Clair High School

The competition was divided into three categories:

- Years 5 & 6 (Junior)
- Years 7-10 (Intermediate)
- Years 11&12 (Senior)

Each entrant spoke for up to five minutes on the topic 'Conditions in Australia in 1900'. This topic was selected by the Western Sydney Heritage Committee who also provided four members of the five member judging panel. The other judge was a representative from the Nepean Valley & Penrith City Toastmasters.

The judges commented on the high standard of participants which made it difficult to select one winner from each category. The results were

**Year 5-6**

Winner: Alexandra Seitam - Glenmore Park Public School  
Highly Commended: Jarrad Harvey - Holy Family School, Luddenham

**Year 7-10**

Winner: Angus Mc Farland - Penrith High School  
Highly Commended: Mitchell Palmer - St Clair High School

**Year 11-12**

Winner: Shelley Clarke - Penrith High School

All students who spoke on the day received a certificate of participation and the winners in each category will be guest speakers at the Western Sydney Heritage Committee Annual Convention which is held at Mamre Homestead on Saturday 5<sup>th</sup> May.

All those who participated in this competition and others that will be held later in the year will be invited back to a Mayoral reception to be held in September to thank them for their participation in Council's Centenary of Federation activities which commemorate this significant year in Australia's history.

A brief powerpoint display of the Public Speaking Competition accompanies tonight's report.

**RECOMMENDATION**

That:

1. The information in the report on the Penrith City Centenary of Federation Public Speaking Competition be received.
2. Members of the Western Sydney Heritage Committee and the judges be thanked for their involvement in the organisation of this competition.



**FOR INFORMATION ON THE ATTACHMENTS  
IN THIS BUSINESS PAPER PLEASE CONTACT  
PENRITH CITY COUNCIL  
ON  
4732 7777  
AND ASK TO SPEAK  
TO THE OFFICER WHO COMPILED THE REPORT**