



PENRITH CITY COUNCIL

BUSINESS PAPER



Deputy Mayor Councillor Jackie Greenow outside Parliament House at the Peoplescape Exhibition which was launched 25 November 2001. The figure of Jackie was made by the Women's Group from North St Marys Neighbourhood Centre



Policy Review Committee Meeting

10 December 2001



Penrith City Council

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

5 December 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 10 December at 7.00pm.

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 & LEAVE OF ABSENCE**
Councillor Khan has Leave of Absence from 12 November to 12 December 2001
Councillor Thain has Leave of Absence from 4 December to 14 December 2001
2. **CONFIRMATION OF MINUTES**
Policy Review Committee 12 November 2001
3. **DECLARATIONS OF INTEREST**
Pecuniary Interest
Other Interest
4. **ADDRESSING THE MEETING**
5. **MAYORAL MINUTES**
6. **NOTICE OF MOTION**
7. **REPORT & RECOMMENDATION OF WORKING PARTIES**
Arts Project Working Party – 13 November 2001
Customer Service Review Working Party – 5 December 2001 (to be distributed separately)
8. **MASTER PROGRAM REPORTS**
9. **URGENT REPORTS (to be dealt with in the Master Program to which the item relates)**
10. **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 10 DECEMBER 2001

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MEETING CALENDAR

1– 31 December 2001

MINUTE NO

	TIME	DEC
		Mon
Ordinary Meetings	7.00 pm	3
		17
Extraordinary Meeting		
Policy Review Committee	7.00 pm	10

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.

WORKSHOP CALENDAR 2001	
	DEC
OTHER COUNCIL ACTIVITIES	
Economic Development & Employment	
Local Traffic Committee Meetings	3
WSROC Board Meeting	
WSROC EMC Meeting	
Local Government Week (July)	
Hawkesbury River County Council	20
POLICY FORUMS	
National General Assembly - (Canberra) (ALGA)	
Local Government Association Conference - (Wollongong) (LGA)	
Australian Local Government Women's Association Executive Meetings	1-2
Flood Plain Management Conference	
State Assembly of Local Government (Sydney)	
ALGWA National Conference	

PENRITH CITY COUNCIL
DRAFT MEETING CALENDAR
January 2002 – December 2002

MINUTE NO

	TIME	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
									Mon	Mon	Mon	Mon	Mon
Ordinary Meetings	7.00 pm		4	4	8	6	3	1	5	2		4	2
			18#	18	22	20#	*17	15	19#	^16	14	18#	16
										30			
Policy Review Committee	7.00 pm		25	25	29	27	24	22	26	23	21	11	9

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.

* Meeting at which the Management Plan for 2002/2003 is adopted

^ Mayoral Election

**REPORT AND RECOMMENDATIONS
OF THE POLICY REVIEW COMMITTEE MEETING OF PENRITH CITY
COUNCIL HELD IN THE PASSADENA ROOM, PENRITH
ON MONDAY 12 NOVEMBER 2001 AT 7.00 PM**

PRESENT

His Worship the Mayor Councillor Pat Sheehy, Councillors J Aitken, J Bateman (arrived at 7.07PM), G Evans, R Fowler, J Greenow, C O'Neill (arrived at 7.07PM), C O'Toole, K Paluzzano, S Simat, and J Thain.

His Worship the Mayor Councillor Sheehy thanked Councillors, staff and members of the public for the good wishes for his recovery. He also thanked Councillors for the support shown to the Deputy Mayor Councillor Greenow.

Councillor Bradbury spoke on the recent election and requested Council forward letters of congratulations to the Members for Prospect, Lindsay and Chifley. He advised of the advantage to the community with the securement of the Heritage areas of the ADI site.

PR157 RESOLVED on the MOTION of Councillor Bradbury seconded Councillor Greenow that Council forward letters of congratulations to the Members for Prospect, Lindsay and Chifley.

APOLOGIES

PR158 RESOLVED on the MOTION of Councillor Greenow seconded Councillor Bradbury that apologies be received and accepted from Councillors Bateman and O'Neill.

LEAVE OF ABSENCE

PR159 RECOMMENDED on the MOTION of Councillor Greenow seconded Councillor Bradbury that leave of absence be granted to Councillor Khan for the period of 12 November 2001 to 12 December 2001 and Councillor Bailey for the period of 8 November 2001 to 12 November 2001.

CONFIRMATION OF MINUTES

Policy Review Committee – 15 October 2001

PR160 RESOLVED on the MOTION of Councillor Paluzzano seconded Councillor Davies that the minutes of the Policy Review Committee Meeting of 15 October 2001 be confirmed with the following amendment.

Page 1 to read:

Recreation & Open Space Working Party – 26 September 2001

Councillor Davies gave a brief outline of the deliberations of the Working Party and stated that the CPTED principles were being applied to the investigations being undertaken by the Working Party.

DECLARATIONS OF INTEREST

No declarations of interest were received.

MASTER PROGRAM REPORTS

THE CITY IN ITS ENVIRONMENT

1 Affordable Housing and Homelessness

4100/65, 1040/22

Mr Erich Weller, Council's Acting Community Development Manager, introduced the report and the representatives from the Department of Housing.

Mr Neill Sandall, Regional Director for the Western Sydney Region – Department of Housing, gave an overview of the Department of Housing organisational structure and financial implications.

Councillors Bateman and O'Neill arrived at the meeting the time being 7.07PM.

Mr Mark Lenic, Acting Area Manager Penrith Area Office, Department of Housing, outlined the property details for the Penrith Local Government Area and associated budget implications.

Councillor Simat left the meeting the time being 7.20PM.

Councillor Simat returned to the meeting the time being 7.23PM.

Mr John Paszek, Co-ordinator Community Renewal, Department of Housing, advised Council on the Community Renewal Western Sydney Region Scheme. He raised issues of security, neighbourhood improvement program, social issues and partnership arrangements resulting in employment opportunities for residents.

Councillor Evans left the meeting the time being 7.30PM.

Councillor Evans returned to the meeting the time being 7.34PM.

Mr Neill Sandall thanked Council for its support and asked Council to consider a partnership arrangement for a Regional Housing Strategy.

His Worship The Mayor, Councillor Sheehy thanked the representatives from the Department of Housing for the presentation.

PR161 A RECOMMENDATION was MOVED by Councillor Paluzzano seconded Councillor O'Toole

That:

1. Council continue to participate in the Partnership against Homelessness Initiative convened by the Department of Community Services.

2. Council continue to participate in the development of the Supported Accommodation Assistance Programme (SAAP) IV Implementation Plan.
3. Council hold discussions with key government and non-government stakeholders to further explore holding a workshop on Homelessness in the Penrith LGA to develop strategies to reduce the impact of homelessness.
4. Council request the NSW LGSA assess and advise Council of the merits of the Affordable Housing in Australia: Pressing Need, Effective Solution report in relation to its recommendations for a preferred funding model for increased public/private investment in affordable housing.
5. A further report be presented to Council when the Affordable Housing SEPP is released for public consultation by DUAP.
6. Council establish a partnership with the Department of Housing to assist in the development of an affordable housing strategy for the Penrith Local Government Area.

THE CITY AS A SOCIAL PLACE

2 Penrith Whitewater Stadium Ltd - Annual Report and Board of Directors

2988/15

Councillors O'Toole and Davies left the meeting the time being 8.09PM.

Councillor Ross Fowler, Chairman of Penrith Whitewater Stadium Ltd, gave a presentation on the financial status of the facility including staffing and stadium improvements. He introduced Mr Peter Fowler, Stadium Manager.

Councillor Simat left the meeting the time being 8.10 PM.

Councillor Davies returned to the meeting the time being 8.11PM.

Councillor Paluzzano left the meeting the time being 8.11PM.

Mr Peter Fowler, presented the activities and demographic details of the facility and highlighted the additions to the centre. The additions mentioned were the Whitewater Terrace Café, Corporate Rafting, Instruction Program and Learn to Paddle Program, Cumberland Plains Landscaping Project and Events Management.

Councillor Davies left the meeting the time being 8.12PM.

Councillors Paluzzano and O'Toole returned to the meeting the time being 8.13PM.

PR162 A RECOMMENDATION was MOVED by Councillor Fowler seconded Councillor Bateman

That:

1. The information concerning Penrith Whitewater Stadium Limited Annual Report and Board of Directors be received.

2. Council agree to underwrite the operations of Penrith Whitewater Stadium Limited for the twelve months to end June 2002, subject to receipt of Penrith Whitewater Stadium's budget.
3. Alexander Ozog and Ian Stainton be appointed as Directors to fill the vacancies that occurred at the Third Annual General Meeting of Penrith Whitewater Stadium Ltd.

3 City of Penrith Regional Indoor Aquatic and Recreation Centre Ltd - Annual Report and Board of Directors

2986/8

Councillor Fowler, Chairman of Ripples, introduced the report and gave a presentation on the financial status of the facility. He advised Council that the Centre had exceeded the targets set in terms of patronage.

Councillor Fowler introduced Mr Geoff Yates, General Manager of Ripples, who presented the Centres marketing initiatives and future challenges.

Councillor Simat returned to the meeting the time being 8.15PM.
Councillor Davies returned to the meeting the time being 8.16PM.
Councillor O'Toole left the meeting the time being 8.26PM.
Councillor O'Toole returned to the meeting the time being 8.27PM.
Councillor Thain left the meeting the time being 8.30PM.
Councillor Thain returned to the meeting the time being 8.31PM.

PR163 A RECOMMENDATION was MOVED by Councillor Fowler seconded Councillor Bateman

That:

1. Council agree to underwrite the operations of the City of Penrith Regional Indoor Aquatic and Recreation Centre Ltd for twelve months to end June 2002, subject to receipt of Ripples – St Marys Leisure Centre's budget.
2. Councillor Greg Davies, Christine Keeble, Rodney Watson and Lynette Crossley be appointed to fill the vacancies that occurred at the Seventh Annual General Meeting of the City of Penrith Regional Indoor Aquatic and Recreation Centre Ltd.
3. David Trist be appointed as a Director of the City of Penrith Regional Indoor Aquatic and Recreation Centre Ltd until the conclusion of the next Annual General Meeting of the company.
4. Council thank the staff of Ripples and Ripples Hydrotherapy for their commitment and dedication.

4 Crime Prevention Through Environmental Design 1027/14 Pt 3

Yvonne Perkins, Council's Community Safety Officer, introduced the report and spoke about practical strategies to reduce criminal activity through good environmental design.

PR164 A RECOMMENDATION was MOVED by Councillor Davies seconded Councillor Thain

That:

1. The report on Crime Prevention Through Environmental Design be received;
2. The presentation on Crime Prevention Through Environmental Design by Council's Community Safety Officer be received;
3. A further report on options and CPTD principles and an Urban renewal options for Parklawn Place be prepared.

THE CITY SUPPORTED BY INFRASTRUCTURE

5 Traffic Offenders' Programme (9011/19 Pt 11)

PR165 A RECOMMENDATION was MOVED by Councillor Fowler seconded Councillor Simat

That:

1. Council endorse the use of the Library Theatre for use by the Traffic Offenders' Programme;
2. Council endorse the employment of a self-funded Traffic Offenders' Programme Administrator;
3. Council endorse the financial management of the Traffic Offenders' Programme payments.

COUNCIL'S OPERATING ENVIRONMENT

6 Council's Negotiation & Consensus Policy 20/10

PR166 A RECOMMENDATION was MOVED by Councillor Bateman seconded Councillor Evans that the report be received and the policy be adopted as Council's Negotiation and Consensus Policy.

7 Council's Meeting Calendar for 2002

PR167 A RECOMMENDATION was MOVED by Councillor Greenow seconded Councillor Fowler that the draft Council Meeting Calendar for 2002 be adopted.

8 Presentation of Finance 1 Reporting Format

Councillor O'Toole left the meeting and did not return the time being 8.45PM.

The Chief Financial Officer, Barry Husking, introduced the report and Peter Browne, the Senior Corporate Accountant, gave the Committee a demonstration of the Finance 1 System.

Councillor Simat left the meeting and did not return the time being 8.57PM.

Councillor Bateman left the meeting and did not return the time being 8.58PM.

PR168 A RECOMMENDATION was MOVED by Councillor Evans seconded Councillor Greenow that the information contained in this report and in the presentation of the new finance system reporting format be noted.

9 Industrial Issues

929/18, 929/6 Pt2

PR169 A RECOMMENDATION was MOVED by Councillor Fowler seconded Councillor Davies that the information regarding the new Award and Council Agreement negotiations be received.

There being no further business the Chairperson declared the meeting closed the time being 9.20PM.

Confirmed
Chairperson

**REPORT AND RECOMMENDATION
OF THE ARTS PROJECT WORKING PARTY OF PENRITH CITY COUNCIL
HELD IN THE PASSADENA ROOM, PENRITH CIVIC CENTRE
ON TUESDAY 13 NOVEMBER 2001 AT 4:07 PM**

PRESENT

His Worship the Mayor Councillor Pat Sheehy (Chairperson), Councillors Ross Fowler and Karyn Paluzzano, Mr Dallas Lewis, Gillian Appleton and Valda Silvy

IN ATTENDANCE

Alan Travers, General Manager, Steve Hackett, Director of City Services and Gary Dean, Facilities Operations Manager

APOLOGIES

AWP1 RESOLVED on the MOTION of Councillor Fowler seconded Councillor Paluzzano that apologies be received and accepted from Councillor Cathy O'Toole

CONFIRMATION OF MINUTES

Arts Project Working Party Meeting – 5 September 2001

Mr Dallas Lewis felt that the minutes did not reflect what was agreed at the last meeting. He felt confident that it was agreed that the additional funding sought would be forthcoming.

Councillor Sheehy said support was conditional upon certain commitments. Councillor Fowler said that support in principle was indicated but this was not necessarily actual funds – there was a suggestion about underwriting the Theatre.

It was AGREED that Mr Dallas Lewis' concerns would be noted.

AWP2 RESOLVED on the MOTION of Councillor Fowler seconded Valda Silvy that the minutes be adopted.

DECLARATIONS OF INTEREST

No declarations of interest.

MASTER PROGRAM REPORT

1 Railway Street Theatre Funding Submission 1050/9 Pt2

The Facilities Operations Manager introduced the report indicating that since the last Working Party Meeting a report had been submitted to Council on 17 September 2001 at which time Council resolved to provide a further subsidy of \$50,000 to the Theatre toward the development of a future strategy. He advised that there had been further meetings between Council officers and representatives of both Railway Street Theatre (RST) and Joan Sutherland Performing Arts Centre (JSPAC). One of those meetings included representatives from both organisations.

JSPAC had acknowledged that there were tangible benefits for it in assuming added responsibilities for venue management of the RST premises.

It was further advised that the report included a financial scenario and suggested arrangement for disbursing the available funds of \$115,000 between RST and JSPAC. The report recommended that Council approach the Ministry for the Arts seeking matching funds to that of Council (ie \$40,000) in order to meet the funding request from RST.

Gillian Appleton felt that the Ministry was unlikely to provide further funding to RST.

The General Manager challenged that opinion. He pointed out that the government had included the Theatre component in the JSPAC extensions project and that the \$40,000 requested should be considered part of that final solution. He highlighted that Council is very much committed to arts in the City but it is very difficult to find further funds from committed budgets.

Dallas Lewis pointed out that the initial extensions project did not recognise RST. Representations were made by RST to the government about that oversight. He felt, that despite Council's requests, it was unlikely Council would achieve the additional funds sought. He suggested that if RST were to relocate from Penrith then the caveat on the extensions project might be lifted.

The General Manager expressed disappointment and anger at the way RST had dealt with the funding and JSPAC extensions issues. He said the Ministry should see Council as acting responsible in finding a solution to the RST funding difficulties. Because of the manner in which RST has conducted itself, a major regional cultural facility is at risk.

The Director of City Services reminded the meeting that everyone is still working through the issues to find solutions. Unfortunately the extensions project has become very much entwined in the current RST financial difficulties which has made things very complex. So far JSPAC has accepted the concept of additional venue management responsibilities. Also he couldn't say how confident Council might be at securing the additional \$40,000 from the Ministry.

The General Manager said there was a need to develop a long-term financial strategy (say 4 years) for the JSPAC extensions and subsidies to RST and JSPAC. The Ministry should be supportive of this approach. He said Council wants to financially support RST for matters which clearly have a Penrith focus. At present 40% of audiences are from the Blue Mountains.

Gillian Appleton pointed out that it was never RST's intentions to cause the financial issues to be inter-twined with the JSPAC extensions.

The General Manager felt that the Ministry was not moving forward with the JSPAC extensions funding because of Council's failure to resolve RST present financial difficulties.

Dallas Lewis advised that the RST Board needs assurances that there is a way forward. He felt that the suggestion that \$75,000 for venue management for 6 months was not enough.

The Chairperson said there was little recognition by the performing arts to other parts of Council's cultural budget eg visual arts. Unfortunately there was not an equal balance

MASTER PROGRAM REPORTS

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The City in Its Region

1 Nepean University of Sydney Medical Research Foundation

1133/16

Compiled by: Peter Coyte, Local Economic Development Program Manager

Authorised by: Bruce McDonald, Director City Strategy

Management Plan 4 Year Outcome (Page 5): *Penrith is recognised widely as an innovative vibrant and attractive City with an identity distinguishing it from other parts of Sydney.*

01/02 Critical Action: *Participate in activities of appropriate regional organisations.*

Purpose:

To inform Council of the establishment of the Nepean University of Sydney Medical Research Foundation which was launched on the 9th November 2001. Professor Sirius Naraq, the Associate Dean of the Western Clinical School and the Founder of the Foundation will provide a short address to Council on the objectives of the Foundation.

Background

The following information has been provided by Professor Naraq.

“Ten years ago Nepean Hospital became a major teaching hospital for the University of Sydney. In the short time since Nepean Hospital became affiliated with the University of Sydney, it has expanded into a centre of excellence for patient care, training of doctors and training of specialists.

The Faculty of Medicine has recently gone through restructuring, replacing the Clinical Departments as the administrative units with the Clinical School. The Western Clinical School is now one of the four Clinical Schools of the Faculty of Medicine and we are certain that this new structure is a more efficient way to run the clinical part of the University of Sydney medical program and will further enhance the image of the Nepean as a very popular site for medical students.

Unlike other University teaching hospitals in the metropolitan area, until this year Nepean has not had the support of a broad-based medical research foundation. The new Nepean University of Sydney Medical Research Foundation has been established with the philosophy that the *medical research of today is the treatment of tomorrow*. It has been founded to benefit the communities being served by Nepean Hospital’s internationally acknowledged specialists and researchers in various aspects of medicine ranging from cancer, diabetes, depression and heart disease, to the wellbeing of newborns, pregnant women and the aged population and many more diverse areas of medical care and research.

The aim of the Foundation is to enhance the advancement of ongoing research at Nepean Hospital and to assist the hospital to strive and establish itself also as a centre of excellence for medical research. The Foundation will be instrumental in attracting the assistance of the local community, as well as Local, State and Federal Governments, with the objective being to raise major funds to support and finance more medical research at Nepean Hospital.

The support of Penrith City Council will be one of the factors which is vital to aids the success of this most important endeavour.”

RECOMMENDATION

That the report on the Nepean, University of Sydney Medical Research Foundation be received.



The City in Its Region

**2 "Who Cares About Western Sydney" - A Project
Commissioned by WSROC and Landcom**

19/1

Compiled by: Anjli Johan, Environmental Planner

Authorised by: Roger Nethercote, Environmental Planning Manager

<p>Management Plan 4 Year Outcome (Page 5): <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>01/02 Critical Action: <i>Participate in activities of appropriate regional organisations.</i></p>

Purpose:

This report canvasses the main issues and findings of a recently released report undertaken for WSROC titled "Who Cares About Western Sydney: and outlines its relation to Council's strategic focus.

Introduction

In a recent report, Councillors were advised of a WSROC and Landcom commissioned project undertaken by the Urban Frontiers Program at UWS and the Planning Research Centre, Sydney University titled "Who Cares About Western Sydney". The full report was launched on Friday the 12th of October in Parramatta by Honourable Gough Whitlam, AC, QC.

A summary report has been released and has been previously distributed to Councillors.

Until now, there has been no systematic appraisal of the hopes and concerns of those people for whom Western Sydney is home. This research project aims to fill that gap by providing a benchmark of information on the level of community satisfaction with living within Western Sydney, including the perception of planning, education, health, services, transport and other issues. The report aims to record the ideas and perceptions of residents together with possible solutions in a direct and straightforward manner.

In undertaking the project, AC Neilsen conducted a survey of 776 residents of Western Sydney between July and October 2000 to find out how they view the region, including its services, councils, environment and communities and to explore issues to do with accessibility and opportunities. This is the first time such a survey has been conducted and provides a benchmark for any future follow-up surveys.

Western Sydney and the Penrith Context

Western Sydney is rapidly developing as one of the pre-eminent regions within Australia. Western Sydney is home to over 1.5 million people and already the population centre is now west of Parramatta and well inside the Region. The Australian Bureau of Statistics estimate that the total population of all Sydney Local Government areas will reach 4.7 million in the year 2017, of which the Western Sydney region will hold 2.1 million. What the people of

Western Sydney think about themselves and their region therefore matters a great deal, because they live in one of the key regions that will dominate the future growth of Australia.

What does this mean for Penrith?

Council's Strategic Plan highlights that with a population of some 175,000 people and located 55 kms from the Sydney CBD, Penrith has secured its status as the capital of outer Western Sydney and is now seeking to extend its influence more widely. The attraction of Penrith as a place with a distinct character and identity within the region will be the key to its continuing success. Indiscriminate urban development, the airport proposed at Badgerys Creek and possible development of South Creek Valley all threaten that attraction.

Responding to government metropolitan strategies, Penrith will continue to accommodate a portion of metropolitan growth. But setting limits to the extent of that growth and arresting its impact on an already stressed and depleted environment are issues which must be resolved with government and the development industry if tensions are to be avoided and Penrith is to maintain its identity and sense of place.

Our Strategic Plan also identifies that shortages of essential infrastructure, inequitable and often unacceptable social results are characteristics which flow from accommodating Sydney's expansion and are shared with other Western Sydney communities. A range of activities included in Council's management plan seek to address these elements as our City continues to grow.

It is recognised that while these substantial issues each demand unique management which responds to their particular qualities and challenges, those responses must be integrated and complementary so that all elements of the environment stand in balance, contribute to an ecologically sustainable region and City and add to the quality of life in Penrith.

These strategic responses aim to distinguish Penrith, to redress differences in social advantage in its communities and to ensure a liveable and sustainable City in the long-term.

The *Who Cares About Western Sydney* project has been pursued on a regional basis and accordingly, does not provide for detailed results at the local government area level. Nonetheless it provides many interesting indicators which are relevant in the Penrith context.

Key Findings

Living in Western Sydney: Positives and Negatives

Researching what residents of Western Sydney liked and disliked about the area was a major focus of the project.

Many positive aspects of living in Western Sydney were identified. The attractiveness of Western Sydney to many who live here centres on its ability to provide a home, community and environment which are highly valued. The study indicated:

- Overall, residents of Western Sydney hold positive views about the Region.
- Western Sydney offers a place where people can be at home in a community they feel comfortable with. The most cited attractions of the Region are the feeling of community and friendship and access to shopping and services.
- Four in five are satisfied with the suburb they reside in as a place to live. There is undoubtedly a high degree of overall satisfaction with the local area most people live in, with only 6 per cent that are dissatisfied. Two in five say they like their suburb because of proximity to family and friends. Good community feeling was the next most cited aspect respondents said they like about their suburbs, followed by proximity to schools.

The negative aspects of living in the Region include:

- Traffic problems, closely followed by a perception of too much crime and poor public transport. Distance from work and recreation opportunities, drugs and drug related problems, vandalism and threatening behaviour also represent often-mentioned dislikes. Clearly, dissatisfaction with the transport system and accessibility issues is high for many residents in the Region. This represents a major message for transport policy makers in the Region.

In addition, crime and more general concerns about the level of anti-social behaviour are also high in people's perceptions of the negative aspects of living in the Region. Policy solutions to effectively address these issues were therefore also seen as critical, including Council's involvement in this.

It should though, be noted that the authors advise caution in the emphasis which should be placed on this finding. They consider that almost certainly concern about crime in the community would feature as high in any other community surveyed.

- Into the future, crime is also perceived to be a continuing problem and the second most cited future issue is the pressure of higher population densities. This clearly has implications for current population and urban planning policies for the region. Unemployment also features as a future worry for many.

Who Should be Responsible for addressing the Issues the Region Faces?

In light of the above perceptions, residents were asked how empowered they feel to take action on the issues the respondents identified, and if not them, who do they feel should take action. The results show that the public looks to government, particularly at Local and State levels, to address the issues they have identified.

The majority of respondents felt that they could not personally influence the issues facing the Region. There was also a high level of expectation among respondents that Local and State government should be responsible for tackling the key problems facing the Region. Given the range of problems cited, local government is clearly being expected by residents in the Region to be more active in a wide range of areas that are possibly beyond its current capacity to deliver.

Community Connectivity and Volunteering

There has been considerable debate in recent years about the notion of social capital and community cohesion as indicators of community well being. To explore this, respondents were asked a series of questions designed to identify their level of community commitment and sentiment. They were also asked about the level of volunteer activity they were engaged in and the barriers to this kind of activity. The results revealed a number of key findings.

- Nine out of ten respondents say they would be willing to work with others in their community to improve the local neighbourhood in some way, indicating a high level of local commitment given the opportunity. This suggests that for many, initiatives that include local residents might generate a high level of support and involvement. It also suggests that sentiments are widespread and indicative of a much broader level of support for locally focussed and participatory activities across the Region.

Connectivity with Other Parts of Sydney

From outside, Sydney is often perceived to be a city focussed on its three defining icons – the bridge, the harbour and the Opera House. However, many who live here are only marginally connected with the centre of Sydney in their daily lives. In fact, the survey shows that only a small minority regularly visit the Sydney CBD area.

The most common reason for travelling daily to Sydney CBD was for work and the most common reason for visiting the CBD at all was for shopping or recreational purposes.

Finding a Job

Unemployment levels and the range of job opportunities have been long standing issues facing Western Sydney. The work opportunities that the Region provides to its working age population is a measure of the Region's ability to sustain and retain its population.

Many higher income respondents and those in professional occupations, the young and students are much less likely to say the Region would have the kind of job they would want.

Using Public Transport

Only 19 per cent of all respondents say they used public transport to get to work in the last twelve months. A much greater proportion of respondents use public transport for non-work trips, with almost six in ten using the public system at some time in the last year for these kinds of trip. People who do not use public transport cited its unreliability, inconvenience and infrequent service, or that they simply prefer to use a car. Restrictions on parking at destination or lack of access to a car are commonly cited as reasons for using public transport.

Health Services

The main problems respondents felt the Regional health services are facing relate to perceived health infrastructure deficiencies and behaviourally induced poor health. Two in five identified a lack of hospital services is deficient in this regard. Drug abuse is mentioned as a key issue and one in eight cited alcohol misuse and smoking.

Penrith's Response

Penrith is recognised as a major economic, social and administrative centre distinct within metropolitan Sydney providing leadership to the Region and particularly to Western Sydney. Council recognises the wide range of services and facilities that go towards ensuring a high quality of life for residents in a modern Western Sydney city.

However, the findings of *Who Cares About Western Sydney* only provides a snapshot of the major issues for Western Sydney and to further gain an understanding of our local communities' satisfaction, needs and aspirations a detailed strategic community survey is essential. A comprehensive strategic research component has been added to the City – wide Recreation and Cultural Facilities Needs Study which will provide Council with a better understanding of the perceptions and aspirations of the Penrith community. Information from this research will assist in guiding Council's future responses to significant issues identified in the Strategic Plan.

Conclusion

There are clearly a range of positive and negative aspects to living in Western Sydney. *Who Cares About Western Sydney* project represents a comprehensive analysis on what the people of Western Sydney think about their region and how it might change in the future.

Respondents in general felt that government has the major role to play in tackling problems in Western Sydney. Council should continue to work in collaborative partnership with the community, all levels of government and private enterprise to develop strategies that will enhance the region's positive qualities and deal with its problems. Above all we need to

reaffirm and support the strongly positive view of our local community that Western Sydney is one of the best places to live and work.

RECOMMENDATION

That the report concerning the *Who Cares About Western Sydney* study findings be received and noted.



The City in Its Region

3 Background to the City Marketing Program and Update on Current Activities

1133-32 Part 7

Compiled by: Paul Page, City Marketing Supervisor

Authorised by: Geoff Shuttleworth, Economic Development & Marketing Manager

Management Plan 4 Year Outcome (Page 5): *Penrith is recognised widely as an innovative vibrant and attractive City with an identity distinguishing it from other parts of Sydney.*

01/02 Critical Action: *Continue marketing strategies to establish a distinct identity of the City.*

Purpose:

To provide background for Councillors on the objectives of the City Marketing Program, how it has developed, where it is now and an update on current activities.

Background

City Marketing has emerged since the mid 90s to become one of Council's most innovative and unique programs. After a long development period it is now beginning to show results and bring benefits to the City.

Many of us have a strong conviction that Penrith Valley has a great deal to offer. It is apparent, however, that the City's image still does not fully reflect what the City has to offer, especially its Olympic status and the high standard of the Olympic venues. Even many local residents are not fully aware of the many outstanding assets in Penrith Valley. This reduces the effectiveness of programs to increase economic investment and attract tourist visitation and expenditure.

The City Marketing program is designed to inform those from outside the city who have the most potential to provide the City with economic and social benefits, how much Penrith has to offer as a place to live, work, visit, invest, learn and play. For many residents a long trip to work each day is the one negative aspect of the Penrith Valley lifestyle. Long car journeys to and from work are also a major environmental problem. These are the issues that the City Marketing Program is intended to address.

Development of the Program

About nine years ago Council began to work more closely with the other major community stakeholders to increase the quantity and quality of local employment. Since then there has been a concerted effort to develop industries where Penrith City has a comparative advantage and which are compatible with the City's environment and lifestyle.

During the nineties many important new assets such as Penrith Plaza and the Tax Office were being developed and Penrith Valley's significance as a regional centre was increasing.

Penrith's status as the venue for rowing and canoeing in the Year 2000 Sydney Olympics presented the City with valuable new promotional opportunities. And with Penrith Lakes being completed over the following 15 to 20 years, it was clear that Penrith had an exciting future and had increasing opportunities to promote itself as a desirable place to do business.

As Council and its partners developed plans to promote business investment and development, it soon became clear that the City's image amongst key decision makers and a wide range of other important market segments was an impediment to maximising the benefits of these new opportunities. Numerous meetings, surveys and consultations identified the need for "better marketing" of the city.

There was strong evidence, both anecdotal and from limited research, that Penrith's image suffered from indifference induced by ignorance of the City's attractive assets or by association with stereotyped perceptions of Western Sydney.

As a result, in 1997 Council embarked on City Marketing as a major ongoing program to market the City as a preferred place to live, work, visit and invest to support the objective of increasing local employment opportunities.

First Step – Develop the Brand

The first stage of the City Marketing program was to define Penrith as a "brand" in the marketplace. Consultants Creative Response undertook qualitative and quantitative market research that could be tracked over the years. They developed and tested basic marketing tools and developed a branding strategy and a marketing program.

This was an innovative step and we were not aware of any other Local Government Areas doing this in Australia at that time or since. In recent years we have been receiving enquiries from other Councils considering the establishing similar programs in their areas. We are seen as a leader in this field.

The consultants tested a number of approaches and found that the City's natural assets are a distinctive feature which set Penrith apart from other parts of Western Sydney.

On this basis they recommended the positioning statement "*Penrith Valley, River, Mountains, Lakes*" and developed the attractive positioning graphics or logos that have become so prominent.

The term "Penrith Valley" found widespread acceptance in the testing process. It was found to evoke a more positive perception of the area than "Penrith" on its own. It reinforced the link with the natural assets and the existence of space and a more relaxed lifestyle. It was also perceived as being more inclusive of other parts of the City in addition to the town or suburb of Penrith itself.

An add on program developed a sub branding for St Marys which featured the historic St Mary Magdalene Church. The St Marys logo used the same colours and shapes as the main Penrith Valley graphics, thus giving St Marys its own identity within the overall umbrella of Penrith Valley.

An important milestone took place on 4 June 1999 when the Penrith Valley branding was officially launched at St Mary Magdalene Church in St Marys. This venue not only recognised the "icon" used in the St Marys sub branding, its location also provided views which clearly demonstrate how Penrith Valley is indeed located in a valley.

Since then “*Welcome to Penrith Valley*” signs and banners have become a familiar sight on local roads and many local businesses and organisations have incorporated it into their advertising as part of their own branding.

City Marketing has always been about marketing Penrith Valley the place, not Penrith City Council the organisation. It has therefore been necessary to develop guidelines on the appropriate use of the Penrith Valley logo and the Council crest on Council publications and signs.

Tourism Review

During 1998/9 Council undertook a comprehensive review of the tourism function. A number of the outcomes of this review had a bearing on the ongoing development of the City Marketing Program. These included the closer integration of tourism with economic development and the broadening of the role of the tourism section into a city marketing section.

Especially important was the detailed consideration of how best to brand Penrith Valley in the future as a tourist destination. The review recommended that a more market driven positioning be adopted rather than the “all things to all people” product driven approach in effect prior to that time. The new positioning would see Penrith Valley emphasised as a destination featuring

“Aquatic recreation and outdoor adventure, broadening to general outdoor activities”

This approach is now well integrated into current marketing programs and is epitomised in the “Water, Rock, Ride” packaging program.

Pre Olympic Marketing

The launch of the branding marked the end of the preparatory phase and the commencement of a concerted effort directed toward maximising the City Marketing benefits of the Olympics.

There were two aspects to pre Olympic marketing. One was the pre games training program targeted at attracting teams from overseas competitor countries to come and train in Penrith. Although a number of sports where we had world class sporting facilities were targeted, greatest success was with the two sports, rowing and canoeing, which were hosted in Penrith.

This program was based on building relationships with the relevant sporting teams and federations and marketing Penrith to them as the best location to do their pre games training.

By any standards this was a successful program. The final analysis showed that during 1999/2000 almost 3,000 athletes trained in Penrith Valley generating 50,000 bed nights for Penrith Valley businesses. Using the Tourism New South Wales benchmark, the multiplier of the impact that this had on the local economy, it is estimated that about \$7 million dollars worth of business was generated for the city even before the Olympics had started.

All of the teams that came to train in Penrith Valley were unanimous in their praise for the facilities, the wonderful location, the warmth and friendliness of local people and the help that Council provided for them. These people are now roving ambassadors for Penrith Valley and many will return in years to come. Ongoing partnerships have been developed with the major sporting organisations and federations both within Australia and overseas.

The other aspect of pre Olympic marketing was taking best advantage of promotional opportunities that the Olympics provided. As with any big job, it was necessary to acquire

the tools before the job proper could begin. Unlike some jobs, however, the tools couldn't just be bought off the shelf. Before any actual marketing could be done it was necessary to develop special tools and resources in the form of promotional materials.

These tools were launched in June 2000 and this marked an important milestone as the marketing communications phase of the program built up to September and the games themselves.

The materials launched in June 2000 included

1. A suite of high quality photography of the area;
2. A three minute promotional video;
3. An eight minute narrated video;
4. A CD Rom featuring the videos;
5. A package of broadcast quality video material that was distributed to international television networks to broadcast during the Olympics;
6. A colourful presentation booklet featuring the new photography;
7. A series of colourful postcards;
8. A series of media fact sheets;

These materials set new standards for professionalism and quality of presentation and remain in constant use to this time. They have been distributed by direct mail and to a multitude of visitors and organisations with which we have important relationships. The current marketing program provides for updates and the production of additional stock of these materials.

Olympic Showcasing Program

The period from June 2000 through to the commencement of the Post Olympic Marketing Program in late 2000 was seen as an awareness raising phase. The strategy during this phase had primarily a PR focus, supported by direct mail, personal representation, the web site, famils and other showcasing events which Council organised.

The Olympic Showcasing Expo held in the Council Chambers and the Pasadena Room was a major feature of the awareness raising phase. Large numbers of important guests experienced this outstanding multi-media presentation of the best features of Penrith Valley.

These guests included the VIP program in which the Mayor hosted important government and business representatives to lunch in the Expo area prior to hosting an afternoon at the Canoe Slalom competition events at Penrith Whitewater. There were also major civic receptions for the international sporting federations of the Olympic sports in which competition took place in Penrith Valley.

One aim was to create and respond to opportunities for "free" media coverage during this time. Many of the opportunities were anticipated to come through the media centres located in Sydney during the Games, and were to be supported by the STED media release program already in place.

Broadcast quality footage was distributed to 12 international broadcasting authorities and news agencies. Media day tour famil tours were offered through the unaccredited media centre and briefings for personnel working in the centre were organised. CD ROMS of

images, video footage and media releases and press kits with other materials were freely distributed through the centre.

Presentations were made to 17 inbound tour operators with strong interest shown in the possibility of packaging Penrith Whitewater Stadium.

This was an unprecedented opportunity for Penrith Valley to increase awareness of its tourism and investment opportunities and form the platform for future marketing of the area. It provided an opportunity to promote the branding for Penrith Valley utilising the material produced as part of the "Penrith Valley - River Mountains Lakes" strategy.

Although we were competing with the world's biggest event in trying to secure the interest of media we were successful in coverage from a tourism, leisure and investment perspective.

There was also a program to provide information to people visiting Penrith Valley on the competition days during the Olympics. Temporary information stalls were established on both sides of Penrith Valley Railway Station and at Penrith Plaza and the visitor information centre was open for extended hours. Important partners in this program were Penrith Plaza and the Penrith City Centre Association. Another vital element of this program was the support of our Penrith Valley Ambassadors who were volunteers we trained in the lead up to the Olympics.

Post Olympic Showcasing Program

The Olympic Showcasing Program and all that had gone before set the stage for the post Olympic marketing plan, the most comprehensive marketing program we have ever undertaken.

Council approved a draft of this plan in December 2000 and a final plan was presented and approved in July 2001. A copy is included in the attachments.

The major features of this plan include:

- **Market Research:** This program is currently underway. The research is looking at the visitor market in Penrith Valley, including the perceptions held of the city amongst target markets, the perceptions of Penrith Valley held by people who have visited and those who have not visited. This will enable more effective targeting of future marketing activities. The preliminary results of the visitor research suggests that there remain many challenges to be met by the City Marketing program and that there is a need for more investment in tourism infrastructure to be generated. The visitor research will be followed by research of the Central West and how we can best target these markets as a service and tourism centre. Also being undertaken at present is a repeat of the benchmark survey undertaken four years ago as part of the original City Marketing branding study. This will show us how the City's image has changed over the time since the original survey. The results of this market research will be presented to a later Policy Review meeting.
- **Update and restocking of promotional materials:** The promotional materials launched in June 2000 will be updated and further supplies ordered. In particular the video will be updated to cover the Olympic period.
- **Packaging Program:** A program is underway in partnership with a group of tourist operators in the accommodation and adventure activity area to develop packages to attract visitors. A pilot package was released in October and promoted in Canberra. This package is being further refined for promotion in Wollongong, Newcastle and Dubbo in 2002.
- **Penrith Valley Experience:** A new contractor, Connex West, has been appointed. The publication has been completely revamped. It will be received during this month.

- **Penrith Valley Marketing:** This group is an EDEC focus group and has made good progress this year with a successful promotion at the 2001 Penrith Show in August.
- **Sports Marketing Program:** This will be commenced in 2002.
- **Regional Promotions**
 - Canberra – October 2001 (completed). See more detailed report below.
 - Wollongong – February 2002
 - Newcastle – March 2002
 - Central West / Dubbo – June 2001
- **Penrith Valley Web site:** The site needs to be updated and certain features finalised. In partnership with Tourism New South Wales we will be publishing data on Penrith Valley kept on their database (which we maintain) on our web site. The same data will be published on the Tourism New South Wales website. This will allow us to avoid maintaining two databases. Work is about to begin on this program and is expected to be undertaken in the first half of 2002.
- **Economic Development Marketing:** The ongoing program to market investment in the City is being incorporated into this program.

Canberra Regional Promotion

The biggest single component of the post Olympic program is the four regional promotions listed above. The Canberra promotion was developed as a pilot.

The strategy behind these promotions is that with a relatively small budget it is difficult to develop a critical mass of promotional activity unless it is concentrated over a short period.

The Canberra promotion combined a media campaign with promotional activity over a two week period. The components of the promotion included

- **Television:** The television campaign comprised a 30-second television commercial, produced by Thomas Marsden Advertising maintaining the visual concept they developed for *Water Rock Ride*. 57 paid advertising spots were purchased on WIN Television's Canberra network over the period 7-20 October, the two weeks leading up to our physical presence in the region. WIN Television is the local Nine Network affiliate and was chosen as it enjoys 43.5% of the market share for the targeted age group in its signal area, compared to only a 28% share each for Capital and Prime, its commercial competitors. WIN Canberra's signal reaches 150,000 households and over 411,000 people. The same TV commercial will be used for the other regional promotions.
- **Print Press:** The print press campaign was focussed on the *Canberra Times*, the only major newspaper in the ACT. The major component was a special Penrith Valley advertorial feature, which featured in the Sunday Times edition on 14 October. The feature was a two-page spread in the *Relax* supplement, which focuses on lifestyle, culture and travel. Our half-page advertisement also appeared in the 12-page Spring Home & Leisure Show feature in the *Canberra Times* on Thursday 18 November.
- **Press Kit:** Two weeks prior to our physical presence in the ACT, comprehensive press kits, presented in Penrith Valley promotional folders, were sent out to 25 targeted Canberra media organisations across television and radio stations as well as newspaper and magazine publications. This kit included press releases on *Water Rock Ride* and our Olympic facilities, a selection of edited STED fact sheets, and copies of promotional materials including the *Penrith Valley Experience* and the promotional CD-ROM. In addition to postcards and two promotional chocolates, an image CD was included, with a selection of relevant STED photographs for publication.

- **Radio:** Penrith Valley was the major sponsor of 1053 2CA radio's broadcast at the Spring Home & Leisure Show. This sponsorship included the production of a 30-second advertisement that featured 120 times during the exhibition broadcast and in the days prior. In addition, staff conducted six radio interviews leading up to news hour during the broadcast, and announcers periodically gave 100 live mentions to Penrith Valley and *Water Rock Ride*. The sponsorship also gained Penrith Valley a second display area, with posters, brochures and STED photographs adorning the stage area. We were the major sponsor of the 'Birthday Wheel' Competition, which attempted to give away \$100 every hour throughout the show.
- **Promotional Chocolates:** Penrith Valley promotional chocolates were produced as an additional branding tool and to attract attention from the public. The chocolates were mint-flavoured buttons, with a white wrapper featuring the Penrith Valley logo, web address and contact details for the Visitor Information Centre. A quantity of eight boxes (approximately 5,000 chocolates) was ordered for the campaign.
- **Shopping Centre Display:** The shopping centre display was held at the Canberra Centre, a busy centre right in the hub of Canberra's Central Business District, from Tuesday 16 to Thursday 18 October. The display consisted of a backboard displaying STED photographs and *Water Rock Ride* posters, two tables with brochures and flyers, the rowing machine used for the competition, and the rotating brochure rack purchased for the campaign. The stand was located at a main entry point to the centre, with views of the stand from City Walk and the central post office.
- **Consumer Exhibition:** Penrith Valley was represented in the Spring Home & Leisure Show over the weekend in both an individual and a cooperative stand, in order to present ourselves as a single destination and as part of a broader experience. The Penrith Valley display stand was a 4 x 3 metre display area, situated in the same pavilion as the other tourism destination exhibitors. The stand prominently featured the new Penrith Valley display material, as well as STED photographs, posters, an audio-visual display with looped Penrith Valley three and eight minute promotional videos and the *Water Rock Ride* advertisement, brochure racks and brochures, and the rowing machine for the competition. In addition, plants, a table and a storage credenza were hired through the exhibition organisers. The initial contact with customers was an offer of a chocolate and *Water Rock Ride* flyer, then when further interest was established the customer was drawn into the display for further discussion and provision of material. The *Penrith Valley Experience* was also distributed.
- **Greater Sydney Tourism Cooperative display stand:** The combined stand was a large 6 x 3 metre corner display space, showcasing Penrith Valley, Hawkesbury, Hills District and Hornsby, with brochures from other nearby areas. Our participation was in the form of two specially designed posters, as well as *Water Rock Ride* flyers, *Penrith Valley Experience* Visitors Guides and Penrith Valley chocolates.
- **Competition:** Two *Water Rock Ride* competitions were run in Canberra – one at each display stand. The prize for each was an adventure package for two people with accommodation. Each operator from the package activities donated the activity for two people, while accommodation donations were forthcoming from Panthers Resort and The Log Cabin Motor Inn. To win the prize, contestants needed to row the fastest time over a 500 metre course on the Concept II Rowing machine, provided under a sponsorship agreement with Jeff Sykes & Associates. Competition entry forms, requiring input of personal details and answers to qualitative research questions, were completed by all contestants.

While in Canberra, staff detected a high level of recognition of the television commercial, with approximately one in every ten visitors to the display stand mentioning it. In addition, a pull-through for the commercial that included the special telephone number was added on the Sunday at the beginning of the second week, and our first telephone inquiry was received the following morning.

The chocolates were an important tool for gaining attention at both the Canberra Centre and the Spring Home & Leisure Show. Despite the low cost, the chocolates were of high quality and the wrapper design was simple and effective. An integral part of the sales pitch, the chocolates were handed out with flyers to ensure that all people who took a chocolate also took the flyer, and the entire supply of chocolates was distributed in Canberra. They ensured a much higher distribution of the package flyer than would have been achieved otherwise.

The Canberra Centre appears to have been a good choice for the shopping centre promotion, with the demographic being more relevant than that of other shopping centres in the ACT. The position allocated to us was highly effective, with flow through from the two main entry points to the centre. Approximately 2,000 chocolates and flyers were distributed at the display. In addition, posters and flyers were distributed through other retail outlets outside the centre, including Jerkewitz Adventure Megastore in Fyshwick and Paddy Pallin and Mountain Designs stores in Braddon.

Overall, the consumer leisure show was deemed very successful, with large crowds attending, predominantly on the Saturday and Sunday. The organisers estimated total attendance over the three days at 15,000 to 20,000 people. Approximately 3,000 each of the flyers and chocolates were distributed over the three days, as well as 600 *Penrith Valley Experience* Visitors Guides. Other individual brochures were popular, in particular Penrith Whitewater Stadium, Sydney International Regatta Centre and Rocksports. The location of our stand was good, due to the close proximity of other tourism marketing stands, as well as Wonderland Sydney, who were promoting packages with Nepean Shores and Panthers Resort.

Conclusion

The City Marketing program has now reached a high energy stage and it will be important to maintain this momentum in the future. We have now reached the stage where most of the research and development has been completed and the majority of resources are being concentrated on activities that will generate actual business and investment in the City.

An important issue is the development of partnerships between Council, the business community and other interested stakeholders. As these partnerships grow and develop from the solid basis already put in place with this program, these partners will commit more resources which will allow the implementation of bigger and more effective programs.

The development of Penrith Valley Marketing and its role as a component of EDEC as it is restructured over the next few years will become an important aspect of the development of this program.

The rewards of an effective City Marketing program will be that Penrith Valley will be able to attract more investment and tourist visitation and will contribute to the development of a strong and viable economic base for the benefit of the people of the City.

RECOMMENDATION

That the information in the report on the City Marketing Program be received.



The City in Its Region

4 Draft State Environmental Planning Policy No. 66 - Integrating Transport and Landuse 4114/64

Compiled by: Glenn Allen and Liza Cordoba, Senior Environmental Planners

Authorised by: Craig Ross, Design and Technical Advice Manager and Roger Nethercote, Environmental Planning Manager

<p>Management Plan 4 Year Outcome (Page 12): <i>A Strategic Access and Transport Plan, integrated with land use planning, is developed and being implemented.</i></p> <p>01/02 Critical Action: <i>Prepare an Integrated Transport and Landuse Plan for The City as a priority measure, with Department of Transport, Roads and Traffic Authority and Department of Urban Affairs and Planning.</i></p>

Purpose:

This report is to inform Council of the principles covered by the draft State Environmental Planning Policy No. 66 (SEPP) and provide our commentary to the draft SEPP. The draft SEPP is on public exhibition until 14 December 2001. It is envisaged that this report will form the basis of Council's submission to Planning NSW.

Background

The State Government has previously developed planning strategies such as “*Shaping Our Cities*” and “*Shaping Western Sydney*” which are aimed at reducing car travel, making greater use of walking, cycling and public transport, and provide more equitable access to jobs and services. These strategies have been supported by other companion strategies such as “*Action for Transport 2010*”, “*Action for Bikes*” and “*Action for Air*”.

As part of the State Government’s Policy Package, a draft State Environment Planning Policy (SEPP) “*Integration of Land Use and Transport*” has been prepared. This draft has been placed on exhibition for comment and submissions will be received by Planning NSW up to 14 December 2001.

The SEPP will also be supported by other elements of the Policy Package which will include:

- “*The Right Place for Businesses and Services*” – a planning policy on the management of travel demand by encouraging the location of appropriate trip generating developments and centres
- “*Improving Transport Choice*” – practice guidelines to implement the policy
- “*Employment and Journey to Work Patterns in the Greater Metropolitan Region*” – a working paper with key statistics.

The draft SEPP aims to better integrate land use and transport planning at the local level by putting in place provisions to guide:

- the preparation of draft Local Environmental Plans
- the adoption of Development Control Plans and Master Plans
- the consideration of Development Applications

The provisions within the draft SEPP contain matters to be considered, including:

- the aims and planning objectives of the SEPP
- appropriate consultation with transport authorities and transport providers
- the need to moderate and manage (rather than satisfy) travel demand, particularly the way traffic impacts are studied, assessed and acted upon
- the provision of an urban structure that will assist the viability of and encourage walking, cycling, and public transport use
- the achievement of minimum gross residential densities of 15 dwellings per hectare and suitable layouts in new residential release areas which will promote the viability of any public transport service.

This report summarises how the SEPP is to be implemented, at the regional level and at the development application process, and our proposed response to it. It is envisaged that this report will form the basis of Council's submission to Planning NSW.

An overview of the policy is included in the attachments.

Regional Planning Implications

An overriding aim of the Draft SEPP and accompanying policy package is to achieve a more integrated approach to land use and transport planning. To promote more viable public transport and reduce car dependence the policy package contends that it is important that the location, density, design and development of new release areas maximises public transport use. These objectives are well founded and Council is supportive of the advocated measures to reduce car travel, make greater use of walking, cycling and public transport and to provide more equitable access to jobs and services. Indeed, as espoused in Council's Strategic and Management Plans, we are already seeking to ensure that new release areas facilitate these measures.

In many ways the Draft SEPP will not change the way Council plans for its new release areas, however it does document in one place many of the principles Council has been pursuing for those areas. In this regard the aims of the policy package are supported. However, the draft SEPP is aimed primarily at local government and does not recognise the commitment required by the state government in providing regional transport infrastructure. The role of local government is important in achieving a more integrated approach to land use and transport planning, however, the role of the state is no less important in ensuring such outcomes are met.

Accessibility criteria have been developed to provide a framework for the government to assess the suitability of areas for inclusion on the Urban Development Program (UDP) or for councils to assess the suitability of areas for rezoning or subdivision. A target minimum gross residential density of 15 dwellings per hectare for new release areas aims to ensure that public transport will be viable and effective, whilst good building forms and subdivision designs and layouts will ensure use of public transport is maximised as residents will be able to walk and cycle to access it. The planning response for new release areas in Penrith has achieved this target.

The accessibility criteria for assessment are related to three accessibility factors, being:

- location/land use – the area's proximity to existing public transport networks and related activity centres;
- public transport network – the area's potential to be served economically efficient public transport services; and
- catchment – the area's ability to contain, or form part of, a larger urban area that contains enough people to support public transport services with a reasonable service frequency.

Specific criteria are provided for each of the accessibility factors dependent on whether they relate to strategic planning or the implementation stage.

The draft State Environmental Planning Policy (SEPP) aims to better integrate land use and transport planning at the local level by establishing provisions to guide councils in the preparation of local environmental plans and (LEP) development control plans (DCP) and in the assessment of development applications.

In this regard, the draft SEPP:

- requires consultation with the Director General of Transport NSW and transport authorities and providers during the preparation of draft LEPs/draft DCPs and for certain types of development;
- requires a minimum gross residential density of 15 dwellings per hectare for land being rezoned for residential purposes; and
- requires that development control plans contain provisions that result in building forms and subdivision designs and layouts that encourage and are supportive of walking, cycling and the use of public transport.

The policy package aims to integrate land use and transport to ensure that urban structures, building forms, land use locations, development designs, subdivision and street layouts improve access to jobs, housing and services; increase the choice of available transport; reduce travel demand and support the efficient and viable operation of public transport services.

Whilst it is acknowledged that good land use planning can achieve the aims of the policy package, it can only do so where there is a commitment by the government to fund the early provision of public transport services, especially cross regional services, to new release areas. Without this commitment from the government to undertake public transport infrastructure works in concert with new development to achieve the desired modal shift, land use planning at the local level will be ineffective in achieving the aims of the policy package.

The draft SEPP requires that draft Local Environmental Plan (LEPs) which zone land for residential purposes should provide for an average gross residential density of at least 15 dwelling per hectare so as to support the achievement of viable public transport thresholds. If the benefits of densities of 15 dwellings per hectare are to be achieved, the public transport infrastructure needs to be in place prior to residential development occurring. In this regard, we have recognised a Regional Transport Strategy for Penrith needs to be implemented simultaneously with the development of the local government area in order to ensure that the investment that Council and the development industry has made in the urban structure is successful. This issue is discussed later in the report.

Implications for Development Application Assessment

a) Applications that will be caught by the SEPP (clause 7)

It is proposed that the SEPP apply to development with a gross floorspace of more than 1,000m² involving a range of developments which include, but are not limited to-

- retailing,
- leisure and entertainment (eg. cinemas, hotels etc.),
- warehouses and distribution centres,
- health and community facilities,
- parking stations (for 200 car spaces),

- residential subdivision (for 500 lots),
- residential flats (up to 300 units)
- freight terminals, and
- isolated commercial developments.

From the developments listed above, it appears that the SEPP is generally concerned with larger developments where there is potential for greater impact on transport issues. However, the 1,000m² floorspace limitation will also capture smaller developments which are perhaps less relevant to the SEPP, for example residential developments where the units typically have an average floorspace of 140m², will result in developments of more than 7 units being captured by the SEPP. Application of the SEPP in this circumstance may not be appropriate unless there is potential for cumulative impacts of other possible developments in the area to warrant the SEPP application.

It is recommended that the Department reconsider the floorspace limitation and that clause 7 be reworded to clarify when the floorspace limitation strictly applies and that cumulative effects be addressed.

In addition, the SEPP has not defined the term ‘gross floorspace’ and it can be assumed that it has the same meaning as the more commonly used term, ‘gross floor area’. Notwithstanding, it is recommended that a definition be provided for ‘gross floorspace’.

b) Matters to be considered with the DA (clauses 9 and 12)

In the event that the application is caught by the SEPP, clause 9 lists those matters Council must consider with the DA, such as-

- the aims and planning objectives of the SEPP,
- whether the development is consistent with the Integrated Land Use and Transport Policy Package or the metropolitan planning policy,
- whether the development incorporates travel demand management features that will minimise demand for travel and use of cars, and
- transport implications of the development, under clause 12, in terms of-
 - accessibility of the site to a range of transport modes (eg. public transport and taxis, walking, cycling)
 - reasonable ways of minimising travel demand by car and maximising travel by other than car
 - road safety and traffic issues, traffic flow, parking and the like is considered in the wider transport context, particularly managing the demand for travel by car.

In principle, the matters requiring consideration with the DA are reasonable however, concern is raised as to the practicality of how the clause will be implemented. The clause requires assessing officers to refer to documentation other than the SEPP, such as the Integrated Land Use and Transport Policy Package or the metropolitan planning policy, to ensure that the development complies with the clause. Doubt is raised as to the appropriateness of the Integrated Land Use and Transport Policy Package in the local context given that this Package is dealing with the greater Sydney Metropolitan Area at the regional level. This issue is discussed further under “Penrith Integrated Transport Plan”.

Critical to the clause is the assumption that a wide range of transport modes are available and that the level of service for each mode is satisfactory. Development will be assessed against whether it has included other features that will help in reducing travel to and from the site by car. Concern is raised about the accuracy of the assumption, particularly with the limitations of public bus services in Western Sydney. In this regard, subclause 9(e) should consider whether public transport services should be improved or otherwise. Additional to this Penrith

is served by private operators for the bus service and there has been a history of difficulty in modifying the level of service provided by these operators.

In addition, there will be a need for proper consideration of the transport implications of development applications, which is dependent on expertise that is not presently catered for within Council. An applicant, in submitting a transport impact study for a development, will look at the micro-level, rather than the wider area. Any due consideration of applications on a site by site basis is not, by itself, considered the most effective measure in managing transport issues in the local area. As a precursor to any consideration of development proposals, an understanding of the transport implications in the local area as well as the region is essential to the strategic planning process of the City in much the same way as whether the land itself is capable of being developed. An understanding of the transport issues in the region includes the various transport links (such as cycleways, train, bus, walking distances to transport nodes, provision of taxis and the like) and road network.

c) Applications requiring consultation under the SEPP (clause 11)

Clause 11 provides an opportunity for certain applications (yet to be specified) to be referred to the NSW Director-General of Transport and any appropriate planning agency, transport agency and transport provider. As a result, Council cannot determine the application until a response has been received from the agencies that the DA was referred to, or 21 days after it has referred the application to the agencies, whichever comes first. Concern is raised that, should the response request the submission of additional information to that agency, there may be an inability for Council to 'stop the clock' which, in turn, affects the 40 day DA assessment period. It is prudent to suggest that the assessment period should be increased similar to those developments that currently require external authorities to be consulted (60 days).

Although the development types requiring referral under the SEPP are unknown, it appears that the consultation process would be similar to that already being carried out under State Environmental Planning Policy No.11-Traffic Generating Developments (SEPP11), whereupon development applications are referred to the Regional Development Advisory Committee and/or the Local Advisory Development Committee.

A draft list of development types should be compiled for comment as part of the draft SEPP. In addition, proposals may be subjected to two referral processes under draft SEPP66 and SEPP11. These referrals appear to be separate and there is potential for inconsistencies to occur. It is recommended that the Department reconsider the appropriateness of having two planning policies that have a common theme, yet are not inter-related with each other.

Penrith Integrated Transport Study

The development of a Regional Transport Study for Penrith has been identified in the "Shaping Western Sydney" planning strategy. A commitment by the relevant state agencies to advance this study has not been forthcoming. This is despite repeated requests to Department of Urban Affairs and Planning, Department of Transport and Roads and Traffic Authority. This issue has also been included in submissions to the Local Member and to the Ministers for Planning and Roads and Transport.

The Regional Study is fundamental to the planning for future release areas within the City and to access studies for the CBD.

The draft SEPP requires an assessment as to whether a particular development is consistent with policies in the Integrated Land Use and Policy Package or is consistent with metropolitan planning policy. It is this issue that has raised concern by Council given that

these are broad documents and not readily applicable at the local level, hence the need to develop strategies that are applied at the local level to be used for such assessments.

This has been the thrust in Council's request to develop the Penrith Regional Transport Study. Given the potential release areas that will be advanced in the near future and the draft SEPP, it is now imperative that this study progress.

The Right Place for Business and Services – Planning Policy

This draft policy outlines the reasons why businesses and services which generate transport demand should be in locations that offer a choice of transport and encourage people to make fewer and shorter trips. The policy argues that dispersed locations cannot be accommodated without significant community and environmental costs.

The policy aims therefore to encourage a network of vibrant, accessible mixed use centres which are closely aligned with and accessible by public transport, walking and cycling. It further suggests that responsive planning, consistent decision making and good design and management are needed to ensure that:

- There are development opportunities in centres for business and services;
- Community investment in infrastructure is protected;
- Investor confidence in centres is maintained.

The policy incorporates guidelines on:

- **The right location** – locating trip-generating activities and developments in places that optimise accessibility, limit the demand for travel, encourage and facilitate public transport use, and reduce car travel and reliance on cars.
- **The right centre** – supporting a viable network of mixed use centres of a variety of sizes and functions to accommodate activities and services, foster the greater use of public transport, walking and cycling and encourage multi-purpose trips.

A key element of the policy seeks the establishment of a mix of land uses in centres which helps to maximise single multi-purpose trips, ie, centres which enable a range of activities to occur including retail, major office development, cinemas, services. The policy discourages the development of isolated, stand-alone sites, but recognises that in some cases a net community benefit may be able to be established from such alternatives. Correctly, the policy aims to ensure that there will be no detrimental effect on public investment in centres and that private investment certainty in centres is maintained.

Council's approach to the planning and development of the Penrith and St Marys town centres has advocated this approach and planning responses incorporated which provide flexibility for a range of business, community and recreation services to occur.

The policy advocates that existing clusters of bulky goods outlets should be reinforced, where it is not realistic for those uses to be in centres. If justified, new bulky goods clusters are suggested should be in areas that would indirectly support major centres and link to public transport corridors. Guidelines are provided on determining whether a new cluster is justified in terms of net community benefit.

Penrith is listed as a major urban centre in the policy. Major urban centres are those with relatively high accessibility and community investment in infrastructure. They are the preferred locations for large-scale suburban office development and higher order retail, entertainment, commercial and public facilities.

The policy recognises that new centres are required in expanding urban areas and that suitable patterns for such low order centres should be developed bearing in mind the accessibility of the location and its positioning relevant to public transportation networks so that the need for car trips is reduced. This practice is being pursued in the way we are planning the centres associated with new urban release developments.

Improving Transport – Guidelines for Planning and Development

These guidelines aim to translate broad sustainability objectives into outcomes at the local level. They provide advice on how local councils, the development industry, estate agents, other transport providers and the community can:

- Better integrate land use and transport planning and development;
- Provide transport choice and manage travel demand to improve the environment, accessibility and liveability.

Specifically, the guideline seeks to assist in reducing growth in the number and length of private car journeys and promotes walking, cycling and public transport use as attractive alternatives.

The guidelines set out a series of principles for accessible development, providing the framework for the location, design and implementation of urban development which will support transport choice. It outlines the relevance these principles have to all stages in the planning process. In addition, the guidelines provide locational and design criteria for a range of specific land uses for areas, applying the principles to particular circumstances. Issues and initiatives relevant to implementing the guidelines and aspects of policy and practice development are also discussed.

The key transport planning concepts outlined in the guidelines which need to be considered when planning for transport choice include:

- **Convenience** – the transport mode needs to be easy to find and use, and to transfer from one mode to another.
- **Information** – reliable information at accessible locations is essential to encourage use of various travel alternatives.
- **Proximity** – transport facilities and services, such as cycle paths and bus services, need to be in close, convenient and obvious locations to people's trip origins and destinations.
- **Destination choice** – the more destinations that can be linked on a public transport route, the more attractive it will be.
- **Directness** – routes should take the shortest and least deviating course, with priority to achieve fast travel times for walking, cycling, and public transport (eg, pedestrian links, dedicated bus lanes, and bikeways).
- **Security** – the environment for walking and waiting needs to be comfortable and safe from personal attack or conflicts with traffic (eg, waiting areas sheltered from the elements, natural surveillance, good lighting, bike lanes on major roads).

The guidelines suggest these issues need to be considered simultaneously in making planning decisions and that there may need to be trade-offs between, for example, directness and linking destinations. The preferred outcome will be founded in the one which best contributes to reducing car dependency as a primary goal.

The guidelines outline ten planning principles which encourage and support development that is highly accessible by walking, cycling and public transport. They are:

- Concentrate in centres
- Mixed uses in centres

- Align centres with corridors
- Link public transport with land use strategies
- Improve pedestrian access
- Connect streets
- Improve cycle access
- Manage parking supply
- Improve road management
- Implement good urban design

The guidelines form a useful summary and checklist of critical planning elements and some best practice examples aimed at promoting alternate means of transport and reducing car dependency. The principles, by and large, are already being integrated into the responses we are developing in our planning approach to the major urban release area projects across the City. The guidelines are also helpful in terms of considering the best means of linking transport systems, the location of public transport nodes and a number of major land use activities.

Conclusion

The draft SEPP advocates sustainability issues associated with land use and transport and as such is worthy of overall support. There are some elements that require further clarification relating to the scope and size of development that would be captured by the SEPP and to cumulative impacts.

It is recommended that a submission be made to Planning NSW in the terms of this report, and that Council refresh its submissions to relevant State Ministers seeking support for participation in the Penrith Regional Transport Study.

RECOMMENDATION

That:

1. The information contained in this report be received and noted.
2. This report be submitted to Planning NSW as Council's submission to the draft State Environmental Planning Policy No. 66 – Integrating Land use and Transport.
3. Council make further representations to the relevant Ministers to progress the Penrith Regional Transport Study.



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The City in Its Environment

5 North Penrith Urban Investigation Area - Draft Masterplan
and Contributions Arrangements

4131/1

Compiled by: Allegra Zakis, Senior Environmental Planner and Tanya Jackson, Senior Environmental Planner

Authorised by: Roger Nethercote, Environmental Planning Manager

Management Plan 4 Year Outcome (Page 22): *New release areas deliver quality urban environments.*

01/02 Critical Action: *Plan new release areas to achieve quality urban environments.*

Purpose

The purpose of this report is to provide Council with information on the master plan process which has occurred since July 2001, and to seek Council's endorsement for the exhibition of an amended Development Control Plan and draft Local Environmental Plan. The report also seeks Council's support to continue negotiations with the Department of Defence regarding the content and structure of a draft Section 94 Contributions Plan and Development Agreement.

A presentation will be given by the consultant team acting for the Department of Defence on the draft masterplan.

Background

Council last considered this matter at its meeting of 16 July 2001. That report provided an extensive background into the actions taken in resolving the future planning directions for the site following the Department of Defence's decision in 1990 that the land was surplus to Defence requirements. The report also indicated the key planning issues and noted the individuality of the Army land, particularly the opportunity having a large area of land in single ownership becoming available for redevelopment adjacent to a railway station and city centre. The key principles inherent in the structure plan for the site are:

- Pursuing State Government metropolitan strategy initiatives, a balanced mix between employment uses and housing recognising the transit focus of the site and its strategic location adjacent to the Penrith Town Centre.
- A walkable estate focused on a village centre adjacent the rail station.
- Home business precincts separated from industrial activities.
- A network of interconnected open spaces, recognising the rich cultural heritage of the site.
- A grid of local roads attached to entrance boulevards and avenues.
- Protection of environmental heritage by incorporation of heritage features into the road and open space network.
- A high quality, safe urban domain.
- Incorporation of ESD principles
- Provision of infrastructure which supports a variety of business activities and addresses best practice environmental management.

The four key land use components comprising the development proposal for the site include:

- **Employment Precinct** (9.5 ha) – provides locations which seek to maximise employment generation in a variety of light industrial, service and related commercial activities. This precinct builds on the existing established employment precinct located along the Castlereagh Road and Coreen Avenue frontages.
- **Urban Village Precinct** (1.5 ha) – provides for a range of retail/commercial uses to service the new community, as well as higher density residential in apartment and shop-top housing forms adjacent to the railway station.
- **Residential / Home Business Precinct** (29 ha) – provides for a range in choice of housing types and densities and opportunities for a variety of home-based businesses. Lower scale residential development is located along the eastern edge of the site, recognising the important interface with the Lemongrove heritage conservation precinct. Two storey multi-unit housing forms predominate in the central areas of the site, scaling up to the three/four storey apartment precinct adjacent the railway station.
- **Open Space / Community Facilities** (10 ha) – comprises land to be used for a variety of open space activities and for the protection of heritage items and related vistas. A 600 space commuter carpark adjacent to the railway station and a transport interchange and civic space are planned for the northern entry to the railway station.

The development will accommodate approximately 800 to 850 dwellings housing around 2,000 residents. The opportunities provided by the employment zone, the home offices / workshops and the village centre/retail will see around 1,000 employees on the site.

In response to media announcements and a press release made by The Hon Jackie Kelly, Federal Member for Lindsay, calling into question the approach taken by Penrith City Council to secure adequate employment outcomes in the planning of its new release areas, and in particular the North Penrith site, the report to Council also outlined the range of initiatives being pursued throughout the City aimed at a continued employment land supply and the promotion of economic development opportunities. Council resolved that -

1. *Council receive and note the report concerning the status of the planning investigations for the North Penrith Urban Investigation area.*
2. *Council invite the Hon J Kelly to a meeting of Council to explain what she envisages for the North Penrith Army Land and for Council to explain our process;*
3. *Further report be presented to Council on all outstanding Federal Defence land in the City; and*
4. *A copy of this report be sent with the invitations.*

The response received from Ms Kelly's office indicated that she believed there was a need for quality employment lands on the North Penrith site, similar to the Norwest Business Park. Ms Kelly expressed her opposition to what she described as the 'mass housing' proposal being considered and urged the NSW Government to re-visit land use options for the site. A copy of Ms Kelly's letter is included in the attachments.

Current Situation

Since 16 July 2001 Council has been negotiating with the Department of Defence regarding the development of a masterplan for the site. The Department has now submitted a draft master plan (in the form of an amendment to the adopted DCP) and a number of supporting background documents, which cover the following matters -

- environmental

- traffic and transportation
- engineering and infrastructure
- community and social services, and
- heritage and conservation.

The detailed masterplanning exercise has revealed the need to pursue minor amendments to the gazetted zone boundaries within the site. A draft LEP has therefore been prepared to resolve those anomalies, and ensure consistency. A draft Section 94 Contributions Plan and draft Developer Agreement which reflects the detailed masterplan provisions, are also being prepared.

Draft Masterplan

The North Penrith DCP, adopted by Council on 25 October 1999, requires the preparation of a masterplan for the site. Council must not grant consent to development unless a masterplan has been adopted and the development is consistent with the adopted masterplan.

The adopted DCP sets out the requirements for a masterplan, including provisions specific to each precinct. The masterplan is intended to provide detailed guidance to Council and developers on the future type, character, form, and phasing of development permitted on the site, consistent with the broad provisions outlined in the adopted DCP.

The Department of Defence has now submitted a draft master plan, which has been processed as an amendment to the adopted DCP. This approach ensures the integration of the adopted, broad principles (in the current DCP) with the detailed guidelines proposed in the masterplan.

The masterplan (as an amendment to the adopted DCP) falls under the provisions of the EPA Act and Regulations regarding public exhibition, consultation and adoption of development control plans.

The Department's consultants, in consultation with Council officers, have prepared the draft masterplan. A copy of the draft DCP which now includes the draft masterplan is included in the attachments. The most significant issues which were previously identified as requiring special attention included event parking, site heritage, traffic management and community safety. These are discussed below:

1. Event Parking

The issue of the adequacy of carparking in the village centre, cricket oval precinct and in relation to special events which may be held during weekends on the Museum of Fire site were previously raised and required clarification. The sites is extremely well placed in terms of optimising use of public transport systems, particularly rail as well as bus services.

The proposed ADI/Penrith Station bus transit way traverses the site and provides for an added means of accessing the North Penrith land from the existing and proposed urban communities in the northern part of the City.

The relocation of the proposed commuter carpark which is discussed in more detail later in this report to the western side of the station, adjacent to the Museum of Fire is considered will provide an opportunity for overflow carparking use during any major weekend events held on the Museum of Fire site.

Parallel parking has been provided in the draft masterplan adjacent to the cricket oval and in the village centre. On street parking in this precinct is also intended to be available, other than for the proposed transit way route.

2. Heritage

Items of environmental heritage listed by Council and/or the Australian Heritage Commission located on the site are -

- (a) 'Combewood' including the Victorian residence, outbuildings, remnant early landscape and archaeological elements,
- (b) 'Thornton Hall' and surrounds, including the Victorian residence, driveway alignment (carriage loop), remnant early landscape elements, cricket oval, visual links between Thornton Hall, and the viewscape curtilage to Thornton Hall,
- (c) the Penrith Railway Station, and
- (d) the 'Museum of Fire'.

Provisions relating to the conservation of these items of environmental heritage are set out at Clauses 4.2.4 and 4.2.5 of the draft DCP. The provisions in the draft DCP incorporate recommendations from the heritage assessments of the site and Heritage Management Plan 2001 (HMP) undertaken and prepared by Graham Brooks and Associates. The HMP for the site includes the following -

- identifies items of heritage significance within and adjoining the site,
- provides a statement of significance for each of the heritage items,
- establishes the existing heritage listings over the site and makes recommendations as to their future heritage management,
- formulates objectives and policies with regard to the conservation and future management of these items in the context of the proposed redevelopment of the site for a mix of residential, commercial and employment uses, and
- identifies the heritage management approval procedures to each relevant heritage agency in the context of the development of the site.

The draft DCP requires applicants to demonstrate that the site's overall heritage values are conserved by -

- requiring that a conservation management plan (CMP) is submitted for all listed heritage items detailing appropriate conservation measures,
- requiring any development of heritage listed items to be in accordance with Penrith Council Local Environmental Plan 1991: Environmental Heritage Conservation,
- incorporating traces of the site's past uses within future development,
- incorporating surviving elements of past uses as landmarks, or as townscape features within new development,
- incorporating appropriate measures which identify the heritage items and the history of the site through the placement of interpretative information and signage,
- requiring that appropriate future uses and options for adaptation of their fabric and curtilage should be determined according to a statement of heritage impact statement and detailed conservation plans, and
- requiring development and subdivision applications to consider the recommendations of the Heritage Interpretation Strategy.

Proposed conservation management measures to conserve/restore the items of environmental heritage listed on the site are outlined below. As stated above the provisions in the draft DCP reflect the recommendations of the HMP.

(i) Thornton Hall

The significance of Thornton Hall relates to the connection between the Victorian residence and its landscaped setting, and visual links between Thornton Hall and the cricket oval, and former speedway track, and along the former driveway alignment.

The provisions in the draft DCP recognise that Thornton Hall and garden should provide a landmark within future development, with views direct from the cricket oval, and from The Crescent along the alignment of the former carriageway to be preserved. The curtilage identified for Thornton Hall allows for the retention of an open area of land sloping down to the west of the building to ensure that views are uninhibited towards Thornton Hall from new development to the west.

Under the draft DCP, future proposals for adaptive re-use and redevelopment of Thornton Hall require the submission of a heritage impact statement and are subject to the consent of Council. Under the draft DCP such proposals are also required to be consistent with the CMP, and recommendations of the Analysis of Re-use Options and HMP. A CMP for Thornton Hall prepared by Graham Brooks and Associates has been submitted to Council.

In relation to Thornton Hall the draft DCP requires that a Landscape Management Plan (LMP) and a CMP, including a schedule of short and long term conservation works and budgetary estimates for conservation and on-going maintenance, be prepared. Under the draft DCP, appropriate landscape management of the Thornton Hall site is required to be undertaken in accordance with the LMP and Aboricultural Report.

Conservation management works proposed to be undertaken to Thornton Hall aim to recapture the primary significance of the building as a Victorian 'rural' residence, and include the reconstruction of original elements which have been either lost or degraded in subsequent refurbishment. All conservation works are required to be in accordance with the CMP and are subject to Council consent. Conservation works proposed for Thornton Hall include -

- Site
 - Remove regrowth vegetation around the perimeter of the building
 - Demolition of the existing garage
 - Removal of landscape elements identified as of low significance
- External
 - General cleaning of all external walls and features
 - Reconstruction of concrete floor covering, stone verandah base, the open front verandah on three sides, front porch, and front attic observatory to 1880s detail
 - Retention and inspection of the existing roof structure
 - Reconstruction of the attic ladder stair access and recessed entry at the rear of the house
 - Retention, repair and refurbishment of the existing bathroom/laundry addition at the rear of the house for the short term re-use as a sales office
 - Removal of brick infill to reinstate the 1880s taller window openings
 - Retention of front entrance doors and multi-paned glazed French doors.

- Internal
 - Generally, clean all walls, infill cracking and repaint in heritage colours. Remove internal wall lining and restore walls
 - Generally retain existing pressed metal and plasterboard ceilings, clean, repair and repaint as required
 - Retain existing timber floor, undertake termite inspection and remediate as required
 - Retain existing internal doorways and original timber four panelled doors. Remove modifications such as the built-in cupboard, and replace modified doors to match timber four panelled doors to match the existing
 - Retain original timber joinery, including architraves and skirtings, repair and replace missing sections to match original as required
 - Retain fireplaces, remove face brick fireplace that surrounds and reinstate timber or marble surround in sympathetic late Victorian style
 - Reconstruct attic room and access to front observatory based on available documentary and physical evidence. Retain the existing timber boarded floor, repair and replace damaged and missing boards as required.
 - Retain the existing brick walls, repair and stabilise as required. Reconstruct new ceiling using sympathetic material, such as timber boards.

In our view, the above works represent a suitable approach to the restoration and conservation of Thornton Hall and its surrounds. Future use of the building is not yet resolved and will be the subject of further consideration. However, the proposed conservation works are applicable to a number of uses previously considered to be suitable such as low-key professional office or residential occupation.

(ii) Cricket Oval

The cricket oval has local significance -

- as the site of an early cricket match between the local Nepean district team and the first English team to tour Australia in February 1892,
- as one of the many community and sporting activities that took place on the flat section of land to the west of Thornton Hall, known as Belmore Park during the late 19th and 20th centuries, and
- for its association with the local publican Thomas Smith

The draft DCP requires that a statement of heritage impact be submitted to the appropriate authority for any change of use or development in the vicinity of the oval. The draft DCP also requires that the cricket oval and mature boundary trees be retained as landmarks, providing a cultural focal point within future development, and reinforcing the pivotal role of a future village centre.

(iii) Former Penrith Speedway

The speedway has significance as the surviving remnant of the Penrith Speedway which was purpose constructed, and which operated on and off the site between 1923-1941. The speedway has local significance as one of the many sporting activities that were to take place on the area known as Belmore Green and for its association with the local parliamentarian the Hon Sydney Smith.

Requirements under the draft DCP relating to the former Penrith Speedway are as follows -

- Any proposed development in the vicinity of the former speedway is required to submit a statement of heritage impact and requires consent,
- The existence of any surviving physical remains, such as kerb-stones are to be investigated prior to any development on the site. Surviving kerb-stones are to be preserved and incorporated into future roadworks, footpaths or landscaping, and
- The surviving curve of the former track is to be incorporated within the future networks of roads or open spaces.

(iv) Army Engineer Stores Depot

Requirements under the draft DCP relating to the Army Engineer Stores Depot are as follows -

- Mature trees associated with former military service roads are to be incorporated in future road and open space networks, and private gardens,
- Preparation of a photographic recording, and inclusion within programs of heritage interpretation is required prior to the demolition of the military occupation of the site,
- Landscape management of the site is required to be undertaken in accordance with the Arboricultural report.

(v) Combewood

The significance of Combewood is a combination of the Victorian style residence formal rear homestead garden with circular open central space outlined by mature trees. Combewood is the last remnant of an 1804 grant still in the ownership of the original grantee, Captain Daniel Woodriff's family, who were prominent in the settlement of the Penrith district. The following provisions relate to the conservation of Combewood under the draft DCP –

- Retaining the requirement for a 10 metre landscape buffer and 30 metre building setback for any future buildings to the immediate south of the Combewood garden and curtilage,
- Any proposed change to the current uses is to be the subject of a detailed CMP and assessment of heritage impact,
- An application is required to be submitted to the appropriate authorities for any proposals for works at the property,
- Future planning and development for Combewood, including the house, garden and curtilage, should take into consideration the National Estate values of the property,
- A detailed archaeological survey which ascertains the location of any remains is required to be prepared prior to any proposal within the garden and National Estate curtilage of Combewood,
- The house and surviving garden elements should provide landmarks within future development.

(vi) Penrith Station

The two buildings on the main and central platforms built in 1880 and 1890, stand as evidence of the importance role that the railway provided for the growth and consolidation of the town.

Conservation and adaptation of heritage buildings at Penrith Station should be undertaken by City Rail. Heritage provisions under the draft DCP require any future development adjacent to Penrith Station to -

- Protect the existing highly significant stand of *Eucalyptus microcorys* (Tallow Wood) and *Corymbia maculata* (Spotted Gum) with infill tree planting to 'fill the gaps' in the row of trees, with native groundcover and turf, and
- Provide a development landmark, reinforcing the central location and role of a village centre on the site, and highlighting the pedestrian connection across the Penrith Town Centre.

(vii) Museum of Fire

The building occupied by the Museum of Fire has significance as one of the earliest actions of the Electricity Commission of NSW, which formed in 1951 to alleviate the chronic power shortages of the immediate post war period.

Under the heritage provisions of the draft DCP any development relating to the Museum of Fire building is required to -

- Submit a detailed CMP and statement of heritage impact for any proposed changes to the use or development at the site,
- Provide a development landmark and a cultural focal point
- Give consideration to the relocation of the current eastern boundary, subject to a heritage impact assessment which addresses the various structural items and outbuildings, and the consent of the appropriate authority, and
- Existing access roads could be incorporated into future networks of public streets through the site.

(viii) Lemongrove Conservation Area

The Lemongrove Conservation Area, located to the immediate east of the site has important historical and townscape significance and contains a variety of houses illustrating the building styles and forms of the late 19th and early 20th Century. Development at the interface of the Lemongrove Conservation Area has been restricted to single storey dwellings with gardens to the street frontages, to ensure that future development is compatible with scale, character, and historic Victorian residential subdivision of the Lemongrove Estate.

(ix) Aboriginal heritage

Archaeological surveys have identified one occupation in the north-eastern corner of the Defence land. Provisions to conserve the Aboriginal heritage on the site are set out at Clause 4.2.3 of the draft DCP. It is proposed to preserve the site intact within a dedicated public open space separated from site works and buildings. All works are required to be in accordance with a qualified archaeologist's recommendations and in consultation with the local Aboriginal Land Council.

(x) Heritage Interpretation Strategy

A Heritage Interpretation Report (2000) prepared by Mitchell Nethery Associates and Interpretation Plan (2001) prepared by Graham Brooks are included as part of the supporting documents at Volume V to the draft DCP and identify the following elements and aspects of significance to the site which should be interpreted. These include -

- Aboriginal occupation,
- Thomas Smith and family, Thornton Hall,

- cricket,
- aviation,
- golf,
- speedway,
- Combewood, and
- Royal Australian Engineers.

To ensure that the above elements and aspects of the site are interpreted, Clause 4.2.6 of the draft DCP requires that the interpretation of the site -

- be undertaken in accordance with the strategy and methods outlined in the Heritage Interpretation Report and accompanying Interpretation Plan,
- reflect each of the elements and their relative significance as identified and established in the statement of significance for the overall site,
- is focused at public spaces throughout the site,
- uses methods and communication, which is suitable for all users, including the disabled, and
- is required to be considered with any development or subdivision application.

3. Traffic issues

The impact of this development on local traffic, particularly in Lemongrove, has been an issue raised in the past by existing residents. A local traffic forum was held in December 2000 to discuss options. Lemongrove residents were invited to attend and offer their views on the proposals. A plan of the preferred option was subsequently developed and is included in the attachments to this report. The main features of the plan are -

- main entrances / exits on Coreen Avenue (at 2 points): opposite Coombes Drive and near the existing commuter carpark access road,
- rationalised vehicular entrances from Castlereagh Road providing for access opposite Peachtree Road, and access via the existing National Foods/Museum of Fire entrance,
- limited indirect access from The Crescent, Lemongrove,
- secondary access from Coreen Avenue between the major site entrances,
- a hierarchical network which separates residential and employment traffic.

This plan was distributed on 15 August 2001 to all those who attended the forum and comments invited. One submission was received, which raised a number of issues, including -

- recommendation that signage to the commuter carpark be provided,
- concern that permitting traffic entering/exiting from the NPIUA onto Lemongrove Road, Macquarie Street or The Crescent will exacerbate existing traffic flow problems, and have adverse impacts upon residential amenity and the heritage streetscapes, and
- that the possible future link to the CBD near the rail station should be considered by Council now as an alternative and not in 10 years time.

The issue of traffic impact from this site has also been raised by the Heritage Advisory Committee, with regard to the impact of increased traffic on the heritage values of Lemongrove Conservation Area and of Thornton Hall.

(i) Traffic Management

The Local Traffic Committee considered the preferred option on 6 August, 2001. The Committee raised concern about the left turn from The Crescent to Evan Street to accommodate bus movements, and recommended that a pedestrian refuge should be provided on the proposed splitter median island in Macquarie Avenue and that no concrete median should be provided on the Evan Street overbridge.

At the meeting of 20th August, Council resolved -

“that the proposed configuration be endorsed subject to the following:

- 1. provision of the half-seagull island (left turn) from The Crescent to Evan Street should accommodate bus movements;*
- 2. pedestrian refuge (gap) be provided on concrete median in Macquarie Avenue;*
- 3. no concrete median be provided on Evan Street overbridge.”*

The potential traffic impacts associated with the site’s development have been minimised by:

- providing a limited, indirect access from the site to The Crescent,
- implementing the recommendations of the Local Traffic Committee outlined above,
- the treatment of the Macquarie Avenue and Lemongrove Road intersection, and
- the road pattern on site being designed to not attract bypass traffic.

The possible provision of a road underpass direct to the Penrith City Centre which can provide bus link opportunities remains an option should future traffic analysis warrant its provision.

(ii) Thornton Hall

With respect to the impact of additional traffic flows on the significance of Thornton Hall, the road network adjacent to the building has been specifically designed with respect to the heritage significance of the historic house. The proposed loop road allows for interpretation of the original carriageway alignment of the house, and the retention of the axial view of the house from The Crescent. The loop road also allows for the retention of a number of mature trees identified as worthy of retention and protection. The loop road proposed is to be one way only, and the traffic flow generated will be minimal, and not be of a level which would have adversely impact on the heritage significance of Thornton Hall. It is considered that allowing some traffic and people past Thornton Hall will be of benefit as this will aid to its interpretation, and ultimately add to the value that people will place on the house and the area.

(iii) Lemongrove Conservation Area

Following discussions with local residents and consideration by the Local Traffic Committee, the traffic management measures outlined above have been proposed to limit direct traffic access to The site via the Lemongrove area. The design of the road and proposed traffic management measures are also designed to discourage bypass traffic. This traffic management approach will be reinforced by signage emphasising the Coreen Avenue access to the site (particularly for access to the commuter car park adjacent to the station). As such, the additional flows through the Lemongrove Conservation Area are expected to be minimal, and will not adversely impact on the heritage significance of the area.

4. Community Safety

The issue of ensuring an appropriate response to community safety on the site, particularly in relation to the design and building interfaces of public areas has been previously raised. In response, a community crime prevention strategy has been developed and a range of initiatives incorporated in the draft DCP which establish appropriate site planning and general design principles. Development proposed for the site will need to accord with those principles.

Draft Local Environmental Plan

Investigations conducted for the masterplan have revealed that the commuter carpark on the site would be better located closer to the western boundary. It is proposed to relocate the commuter car park (to the west of the railway station) for the following reasons -

- the new location retains direct convenient access for commuters to the railway station,
- it reduces conflict between commuter cars (turning to/from the car park) and the planned Transitway bus route,
- it reduces the volume of traffic through the core of the site and around the oval,
- primary car park access would be via Combewood Drive and hence retain the Coreen Avenue address,
- it reduces the likelihood of commuter car park travelling through the Lemongrove area,
- the new location is better located to serve special (weekend/evening) events at the Museum of Fire, and
- improved integration with the development of the village centre.

The site of the commuter car park is established by the 5(a) zoning included on the current LEP. The relocated site has been incorporated as an amendment in the draft LEP.

An area of land in the north-eastern corner of the site was deferred from the original LEP as at that time, the extent and significance of Aboriginal archaeological remains were unclear. This area has been the subject of more recent archaeological investigations and discussion with the Deerubbin Local Aboriginal Land Council. The amending LEP proposed to lift the deferred status from this area, given those investigations have determined the appropriate location for the proposed neighbourhood park and the most suitable part of the site for housing.

The opportunity has also been taken to make minor adjustments to the zoned boundary edges now that a detailed masterplan overlay has been produced. A copy of the draft LEP is included in the attachments.

Contributions Arrangements

The Department of Defence has agreed to provide a number of items in addition to those that Council can legally require under section 94 of the Environmental Planning and Assessment Act. Accordingly, contributions for this site will be managed through two different documents, a section 94 plan and a Development Agreement. The section 94 plan includes all those services and facilities, which are, required directly as a result of the increased population relating to this development. These include trunk drainage works, internal and external road works, dedication and embellishment of land for open space and provision of a community facility.

The Development Agreement includes additional works agreed to by the Department of Defence, including the restoration of Thornton Hall and the dedication of additional land for open space in excess of the needs of the community. The Department of Defence is also entering into a separate Development Agreement with the Roads and Traffic Authority and State Rail / Department of Transport to cover the dedication of land and construction of facilities associated with the Transitway, bus interchange and commuter carpark.

A draft Development Agreement and draft Section 94 Contributions plan are currently being prepared. A further report will be presented to Council addressing both these documents and to endorse their public exhibition.

Community Information Forum

The surrounding community have shown significant interest in this site over the course of the last few years. In keeping with Council's practice of full and open consultation, it is proposed to hold a community information forum for local residents and other interested persons as part of the public exhibition. Surrounding residents will receive a written invitation to the forum and information packages will be made available.

The forum will include a presentation by representatives of the Department of Defence to explain to the community the key features of the masterplan. There will be an opportunity for questions to be asked and feedback provided. This forum will help ensure that the local community is fully informed of the proposals to develop this site and will provide additional time for residents to consider the implications of development and make submissions on the exhibition material. It is anticipated that the forum will be held early in the public exhibition period. Given the onset of the Christmas break, the exhibition process is envisaged will commence late January with the forum in early February.

Conclusion

Planning for the North Penrith Urban Investigation Area has now reached the detailed masterplan stage which sets a clear direction for the future development of the site. As the next step in progressing the planning for the site, it is appropriate to publicly exhibit the following -

1. a draft Local Environmental Plan to lift the deferred area in the north east of the site and provide for the relocation of the commuter carpark, and
2. a draft amendment to the Development Control Plan which represents the submission of a master plan for the site and provides an additional level of detail on development proposals.

The draft DCP attached is currently being refined with some minor formatting and editorial changes which do not alter the intent of its objectives or guidelines.

It is considered that, combined, these documents address the requirements of the current LEP and DCP and have regard to the issues of concern Council has previously raised with development of this site. It is appropriate at this stage to present these documents to the community and obtain their feedback.

RECOMMENDATION

1. Pursuant to the provisions of the Environmental Planning and Assessment Act, 1979 and Regulations (1980), Council prepare and publicly exhibit a draft Local Environmental Plan for North Penrith, generally as outlined in the report and attachments.

2. Pursuant to the provisions of the Environmental Planning and Assessment Act, 1979 and Regulations (1980), Council prepare and publicly exhibit the draft amendment to the Development Control Plan for the North Penrith Urban Investigation Area, generally as outlined in the report and in the attachments.
3. Council continue to negotiate with the Department of Defence regarding the content and structure of the draft Section 94 Contributions Plan and draft Development Agreement.
4. A Community Forum be held for local residents and other interested parties as part of the public exhibition to explain key features of the masterplan.
5. A further report be presented to Council on completion of the exhibition of the draft Local Environmental Plan and Development Control Plan.



The City in Its Environment

6 Update on the Health of the Hawkesbury Nepean River

5013/1 Pt 6

Compiled by: Wayne Mitchell, Co-ordinator, Policy and Administration Unit

Authorised by: Craig Butler, Building Approvals and Environment Protection Manager

Management Plan 4 Year Outcome (Page 32): *Sustainable Penrith Strategy adopted and being implemented.*

01/02 Critical Action: *Continue collaborative partnerships with key environmental, social and economic organisations.*

Purpose:

Councillor Bradbury has requested a report overviewing the health of the Nepean River, giving consideration to the roles of Council, State and Federal Government agencies. This report summarises the activities Council undertakes to protect and promote the environmental condition of the river. It also acknowledges the Department of Land and Water Conservation (DLWC) as the lead government agency for the Hawkesbury Nepean River. The availability of officers of DLWC to address Council was received beyond the closing date for the completion of Council reports, and so this item is classified under the new Business Paper arrangements as 'Urgent'.

Background

The Department of Land and Water Conservation (DLWC) is the lead agency responsible for catchment management in NSW, including the Hawkesbury Nepean. DLWC has taken on most of the functions of the former Hawkesbury Nepean Catchment Management Trust.

DLWC has established two main committees to assist the Minister with the management of the Hawkesbury Nepean Catchment. These include the Hawkesbury Nepean River Forum and the Local Government Advisory Group. Council is represented on the Advisory Group by Councillor Greenow. The Advisory Group looks at a broad range of policy issues relevant to catchment management. The River Forum consists of a panel of experts who are looking at which environmental flows are necessary to maintain the health of the river.

The Federal Government has no direct role in the management of the Hawkesbury Nepean. The Government does provide funding for catchment restoration works through the Natural Heritage Trust.

Penrith Council, both directly and indirectly, plays a major role in catchment management for the Hawkesbury Nepean. Some of these functions will be further detailed in this report.

Water Quality Information

The Department of Land and Water Conservation (DLWC) is facilitating a data collection and assessment process to gain an understanding of the current condition of the Hawkesbury Nepean Catchment as part of the NSW State Government Water Reform Agenda. The assessment program will provide a benchmark to assist governments and the community.

The water quality assessment study compiled all available water quality data in the Hawkesbury Nepean Catchment for the period 1995–1999 and assessed its compliance

against a range of environmental values. Penrith City Council was one of a number of organisations that provided data to the Department.

The results of the study indicate that the Hawkesbury Nepean River is a stressed system. There are many locations within the river where water quality does not comply with environmental values.

During 2001 a report “Surface Water Quality Assessment of the Hawkesbury Nepean Catchment 1995–1999” was completed. The report is available on www.dlwc.nsw.gov.au/care/water/swqa/.

Integrated Water Quality Monitoring

In response to the recommendations of the Healthy Rivers, DLWC and the former Hawkesbury Nepean Catchment Management Trust formed a unit to develop the Integrated Water Monitoring Framework. The Framework facilitates and co-ordinates collaboration and information sharing in water monitoring throughout the Hawkesbury Nepean Catchment.

The benefits of the Framework for Local Government include:

- Access to water monitoring data obtained by other organisations
- Cost savings in environmental monitoring by minimising duplication and overlap
- Improvements in co-ordination and consistent approaches to SOE reporting
- Better links of monitoring to management planning
- Improvements in data handling and monitoring protocols

Presentation by DLWC

A presentation will be provided by Dr Rob Mann and Adam Boey of the Department of Land and Water Conservation. The presentation will provide an update on the health of the Hawkesbury Nepean River and outline progress of the Integrated Water Monitoring Framework and key projects.

Council’s Role in Management of the Hawkesbury-Nepean River

A brief update of water quality issues and recent initiatives of Council can be found in Chapter 6 of the Regional State of the Environment Report. The report is available on either Council’s web site or the WSROC site at www.wsroc.com.au.

A snapshot of some of Council’s key catchment management initiatives includes:-

- The implementation of stormwater management plans.
- Development of a salinity strategy.
- Development of an on-site sewage management strategy.
- Environmental auditing of developments – this currently includes the auto service sector under the ‘Automotives’ project and erosion and sediment control on building sites.
- The pursuit of recycled water programs with Sydney Water and development of water conservation strategies.
- Involvement in the ‘Streamwatch’ program.
- Sewering of the rural villages.
- Environmental education initiatives.
- Monitoring of the environment through the SOE reporting process.
- Participation in regional catchment management planning through the Local Government Advisory Group.
- Bushcare initiatives.
- Consideration of catchment management through new release area planning.

- Implementation of a regional environmental strategy through WSRPC.

A further report is proposed for early in 2002 that will consider the role of Council in catchment management in greater detail.

RECOMMENDATION

That the update report on the health of the Hawkesbury Nepean River be received.



The City as an Economy

7 Economic Development Program Report

1133/1

Compiled by: Peter Coyte, Local Economic Development Program

Authorised by: Bruce McDonald, Director - City Strategy

Management Plan 4 Year Outcome (Page 67): *An environment conducive to business is in place.*

01/02 Critical Action: *Pursue, in partnership with economic groups, integrated initiatives to improve business sustainability and the City's economic performance.*

Purpose:

This report is to provide Council with an update on the progress being made with the Economic Development Program

Background

Council's Strategic Plan articulates a clear blueprint for the City's economic growth, within the broad vision of a *"prosperous region with a harmony of urban and rural qualities with a strong commitment to environmental protection and enhancement"*.

The economic objective that emerges from Council's program sees Penrith grow to become a major regional centre that is recognised as a centre of excellence for health and education, building on the research opportunity that these facilities offer. It is a place where business can locate and prosper and those living in the City can work in the City and enjoy a *"cosmopolitan and cultural lifestyle of a mature city and the casual character of a rural community"*.

It is an objective that capitalises on the Cities outstanding natural and made assets to grow its tourism industry by building the Penrith Valley, River Mountains Lakes" brand nationally and internationally.

The Penrith Valley Economic Development and Employment Committee in its Five-Year Strategy identified the following vision:

Penrith is widely recognised as a distinct regional centre and tourist destination, enjoying a synergy between its unique geographical attributes, its integrated community life, its excellence in high technology, education and health, together with it's innovative and thriving business community".

Council's Economic Development Program is arranged under the following "Services":

- Building Local Economic Capacity;
- International Economic Relations;
- Building a Learning Economy; and

- Tourism Infrastructure Development

The program, under these services, is focussed on three main areas:

- Sourcing and attracting new business;
- Growing and retaining the City's existing business base; and
- Increasing the capacity of the local economy particularly by increasing the skills of the local workforce to meet the changing needs of business and industry in a changing business environment.

A major element to achieving outcomes in these areas is that of creating an environment that is conducive to business growth. This will provide advantages in attracting new investment and in assisting existing business to grow. Elements of such an environment are:

- A ready supply of appropriately zoned and affordable employment lands;
- A willing, well trained and ready workforce;
- Adequate infrastructure, traditional (roads, power and drainage) and contemporary (telecommunications) enabling linkages within the City and across the region;
- A responsive local government willing to assume leadership and co-ordinate resources to improve the City's competitiveness and advocacy;
- A well connected and networked business sector; and
- Common and commonly understood purpose and objectives among the institutions of the City that can influence economic performance and competitiveness.

Building Local Economic Capacity

This program has been focussed in two main areas which has involved:

1. Bringing available employment lands onto the market with the appropriate services. This has included existing areas as well as Erskine Park Employment Area.

One of the major achievements over the last twelve months was to complete negotiations and enter into an agreement with Sydney Water in regard to the provision of water and sewer infrastructure to enable commencement of development of Erskine Park Employment Area. Council has facilitated this process by providing the upfront funding of \$960,000. The design of this infrastructure has now been completed and Sydney Water are in the process of calling for expressions of interest to construct the works. Sydney Water have assured council officers that the construction will be timely and meet timeframes set by any developer wishing to proceed.

Council is also currently dealing with a development application for sub-division of the "Austral" property. Issues involving access to Mamre Road and threatened species are still outstanding and being addressed.

Discussions have also been facilitated with Sydney Water and the owner/developer of a 17 hectare industrial subdivision in North Penrith. Those discussions have been about provision of sewer and have resolved issues enabling the development to proceed.

Other discussions have occurred with Sydney Water to assess the adequacy of their infrastructure to facilitate development in the employment centres across the City.

During the year Council also conducted a lobbying program of both the previous Minister and Shadow Minister for Telecommunications seeking equity in terms of telecommunications costs and adequacy of infrastructure to support the emerging business environment.

2. Sourcing and servicing enquiry for new investment in the city and retaining existing investment.

Council's investment attraction program has two main elements:

- Firstly it is about developing relationships with the sources of likely major enquiry and when receiving enquiry providing quality service and intensive follow up. Those sources include:
 - Department of State and Regional Development, including Greater Western Sydney Economic Development Board and Business Club of Australia
 - Premiers Department, Special Projects;
 - Invest Australia, a Federal Government investment facilitation agency;
 - Major Industrial and Commercial real estate agencies including those government account managers who source new locations for government departments;
 - Regional organisations such as Australian Business Chamber and Greater Western Sydney Chamber of Commerce

During the term of the previous years management plan this directly resulted in 545 jobs being attracted to Penrith. Three major enquiries are being fostered at present and have the capacity to deliver some 1,000 jobs to the City.

- In addition to attracting new business Council works closely with existing business in an endeavor to retain them in the City. During the term of the current Strategic Plan our activities have resulted in the retention of a number of businesses that has retained some 350 jobs in Penrith. Those firms have since added another 200 jobs to the local economy.

We are currently working with six (6) local companies who are expanding.

- The second part is a promotional program, which seeks to highlight the benefits of relocating into Penrith. This includes:
 - A modest advertising program to support the editorial that is regularly submitted to the metropolitan business press promoting Penrith as a desirable business location:
 - Preparation and distribution of the Penrith Valley Prospectus, which is a flexible information sheet based document that can be modified to support particular enquiry or distributed in whole. This document is distributed through the offices of the sources outlined above and has been printed in

Japanese, Chinese and Korean and distributed through the Austrade Offices in those countries;

- Preparation and distribution of “Penrith Valley Business”, a quarterly economic newsletter with a circulation of 6,500 to business located in and outside Penrith Valley;
- Sponsorship of places and events such as the Western Sydney Trade and Investment Centre and the Western Sydney Industry Awards; and
- Participation with other marketing initiatives conducted which include a Call Centre Expo at Darling Harbour and an Information Technology Expo being planned for early next year at Homebush.

Our work in this area has raised the profile of Penrith Valley, particularly within the domestic market.

International Economic Relations

The major focus of the Economic International Relations program has been the Governance Training Course for staff of Xicheng District, which was reported earlier this quarter. Since then the project has progressed and the first course will be held in January 2002 and Beijing is proposing a further course for April 2002. We have estimated that the January course (10 participants) will bring the following income into the City:

Training fees	\$10,500
Accommodation	9,800
Meals	7,000
Other costs (excursions, interpreter, transport etc)	9,800
Total	\$37,100

A delegation from Korea was also recently hosted and a report on that visit is included with today’s business paper. It also provides some real opportunities for Penrith business.

Building a Learning Economy

The “Learning Economy” program has been focussed on identifying and capturing opportunities for the development of firms and employment in the “Knowledge Economy”. It has sought to build capacity within local business to take advantage of those knowledge economy opportunities and to provide local workforce with the necessary skills.

In order to develop an effective economic development program and to advance the City as a “Learning Economy” it is necessary to understand the nature of the economy and the underlying forces that are influencing the growth of the economy and the region. Council only has a modest budget for research and this is maximised by use of students of UWS under the Nepean Summer Research Awards. Research that has been conducted under this scheme have included:

- Updating the Penrith Economic Profile
- An analysis of the uses in the Penrith CBD
- Construction of a model to update the “bulky goods” projections
- An Analysis of the City’s Workforce Profile

- An Analysis of the Export Capacity of Penrith Industry
- A Feasibility Study of the establishment of a Backpacker Hotel in Penrith

This program is also dependent upon local and regional partnerships being established to build the “Smart City” image of Penrith as a competitive place. The following partnerships were established and facilitated under the Industry Network Program to continue to develop business and workforce skills:

- *Home Based Business Pilot* – A partnership between the NSW Department of State and Regional Development and Council, which engaged twenty-two businesses in a pilot program that, focussed on developing the business skills of the participants. During the pilot nine additional people were employed.;
- *Outdoor Recreation Tour Guides Pilot* – A partnership between TAFE, the Outdoor Recreation Council of Australia and Council. This is a national pilot for a training and accreditation project for Outdoor Recreation Tourism guides. There are currently 26 operators from across the region participating. Many operators currently source staff from overseas because of the lack of national accreditation. This program is aimed at overcoming that problem and providing nationally recognised accreditation to local guides as well as establishing a pathway for school leavers. It is a partnership with the Outdoor Recreation Council of Australia and TAFE; and
- *Penrith Metals Industry Skills Audit* – A partnership between TAFE, the Greater Western Sydney Economic Development Board and Council. This pilot involved an audit of skills needs and training in the metals industry. A focus group discussion involving operators of metals companies and training providers was held in Penrith to assess what training was required by industry and how it should be delivered. It also sought to establish skills shortage in the industry.

The peak partnership promoting Economic Development in the City is of course the Economic Development and Employment Committee (EDEC). As mentioned earlier EDEC has its own Five-Year Strategic Plan for Economic Development. That plan is in line with Council’s identified economic development priorities. EDEC brings together the business and institutional community to implement programs that meet the objectives of the Strategic Plan. Those projects are managed by the EDEC Focus Groups and are outlined below.

Penrith Industry Networks Project (Business Growth Group)

The Industry Network Co-ordinator has established and managed the Home Based Business Network, Outdoor Recreation Network and the Small Accommodation Providers Network. In addition he is preparing to establish an Information Technology Network.

Audit of the Information Technology Capacity of Industry in Penrith (Information Technology Group)

The audit has provided the Group with the foundation for the basis of its activities. The Action Plan from the Audit is constantly being reviewed and recommendations being advanced over the last twelve months have included:

- Establishment of an IT Business Incubator. This project is being progressed as a joint venture involving the University of Western Sydney, Penrith Valley Business Advisory Centre and Council. A pre-feasibility discussion paper has been completed. It has formed the basis for a funding application to engage an

independent consultant to carry out the feasibility study as part of a larger funding application to establish the facility.

- Establishment of a High Performance Computing Centre, which is discussed below;
- Establishment of an Innovation Precinct. Discussions have been held with the University about how they might participate in the notion of an innovation precinct that would centre on the Werrington North Campus and the adjoining employment lands in the “Werrington Signals” lands.
- Opportunity for E-commerce. A small business e-commerce seminar was held and attended by some 130 small business operators during the quarter. The seminar presented by the Department of State and Regional Development provided information and case studies of small business using e-commerce successfully.
- Developing a Skilled Workforce – the Greater Western Sydney Economic Development Board, in partnership with TAFE and Council has been conducting a pilot study on skills development in the metals industry in Penrith. Information Technology Skills has been identified as a major need in the project and is being addressed. In addition, discussions have been held with the Skillswest Training Company to examine how their facilities can be used to upgrade IT skills in business and industry.
- Developing IT Clusters. – A database of IT companies in the City has been established and the Industry Network Co-ordinator will be examining network opportunities in the New Year. Interest is already being expressed, particularly from home based business operators.

Penrith High Performance Computing Centre (Information Technology Group)

There are essentially two parts to this project:

1. The physical establishment of a High Performance Computing Centre (HPCC) at the Penrith Campus of the University of Western Sydney. This is being advanced by the University as a member of the Australian Centre for Communication and Computing (AC3). The Centre is actually a node of the “super computing” facility located at AC3 in the Australian Technology Park, Eveleigh.

AC3 have provided the funding for the construction of the HPCC, which is currently being carried out at UWS, Kingswood. The construction is proceeding using “clustering” technology and will provide a three dimensional visualisation facility. It is expected that it will be completed in February 2002.

The activities of EDEC and Council have been of great value in securing this important facility for Penrith.

2. Research into the application of high performance computing to business and industry in Western Sydney as a pilot project.

Council’s Local Economic Development Program Manager participates on the Steering Committees for both of these projects.

Growing Exports in Penrith (International Business Group)

During the last year the Growing Exports Project was conducted by Australian Business Limited in partnership with Council. This involved 21 companies having export capability diagnostics completed, twelve entering into the Austrade Export Access Program and we are aware of one company that has since entered into exporting and one existing exporter finding new markets.

The export database established with the "Export Capability" study completed last year has been updated. A series of seminars is being planned to continue to involve participating companies and to maintain interest.

The first seminar "Managing Foreign Exchange Risk" is to be held on Tuesday 11th December and further seminars will be held during 2002.

Tourism Infrastructure Development (Tourism Infrastructure Group)

The Tourism Infrastructure Focus Group continues to examine the opportunities offered in the Tourism Infrastructure Investment Study. Attached is a matrix that outlines the progress on the recommendations.

During the quarter, the following progress has been made:

- Penrith Valley Heritage Drive continues to be progressed. The route determined and a draft brochure has been completed. It is expected that the drive will be launched later in December.
- Further development of the Muru Mittigar Aboriginal Cultural and Education Centre to include a new retail outlet, a cultural museum, a series of cultural activities such as dance and story telling, walks through bushland explaining bush tucker and bush medicine and a native wholesale nursery; and
- The first "walk" of the Great River Walk from Bents Basin to Tench Reserve was conducted on 21st October 2001. A body, "Great River Walk Inc" has been incorporated and a project manager appointed.
- Council officers have continued to have discussions with a major investment facilitator who is looking at opportunities for accommodation in Penrith and opportunities for a conference centre.

Conclusion

The key to success of the Economic Development Program is about harnessing local energies and EDEC remains the main forum, which can achieve that success. The strength of EDEC is that it:

- Involves collaboration and partnership between public, private and community sectors;
- Gathers and focuses expertise by establishment of those partnerships and marshals resources within the City; and
- Shares activities that will increase the City's economic capacity and competitiveness.

EDEC itself is now reviewing the structure in which it can best operate to respond in a more innovative and flexible way to foster our economy to become more competitive.

In today's competitive environment, success will be most likely achieved by those able to lead, focus and organise the energy of their community. The strategic approach and leadership of Council will provide a competitive edge to the City.

RECOMMENDATION

That the report on the Economic Development Program be received.



The City Supported by Infrastructure

8 Street Name Signs

9012/1 Pt 7

Compiled by: Gary Lawson, Engineering Inspector

Authorised by: Lindsay Clarke, Works Maintenance Engineer

<p>Management Plan 4 Year Outcome (Page 124): <i>A register of all significant assets, their condition and standards determined and a plan for their maintenance is operating.</i></p> <p>01/02 Critical Action: <i>Determine and agree on appropriate standards for asset condition and functionality.</i></p>

Purpose:

The purpose of this report is to provide the opportunity for Council to view a number of options for street signs to select the preferred option for replacement street signs and street signs in new developments. The options include various colour, combinations of lettering and backgrounds and use of the Council crest or the Penrith Valley logo.

Background:

At the meeting of 5 November 2001 a report was presented to Council recommending that the use of 200mm ribbed aluminium blanks with suburb and Council crest be adopted for all replacement street signs within the City of Penrith.

Council subsequently resolved that the matter be deferred to the Policy Review Meeting where examples of the new street signs can be reviewed.

Assistance in designing the new signs was sought from the Acting Economic Development and City Marketing Manager and City Marketing Supervisor who provided the following comments concerning the use of the Penrith Valley logo -

"Comments from City Marketing Supervisor -

There is a good opportunity to market Penrith Valley by incorporating the simplest version of the Penrith Valley logo into street sign blades as they are replaced. The blue component of the logo is similar to the shade of blue available for the lettering of the street names which introduces harmony to the appearance of the signs and an economy to their production. Blue lettering over a white background for the sign will allow the Penrith Valley logo to be reproduced over a white background which is its correct specification."

A number of different options for the new street signs will be presented to Council tonight. The options include a number of different colour combinations of lettering and backgrounds; use of Council crest; use of the Penrith Valley logo and the inclusion of suburb names.

RECOMMENDATION

That the report concerning the options for new street sign designs be received.

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Council's Operating Environment

9 Preparation of 2002-2003 Management Plan

36/36

Compiled by: Ross Kingsley, Strategic Planning & Research Co-ordinator

Authorised by: Helen Lowndes, Corporate Development Manager

Management Plan 4 Year Outcome: <i>Effective corporate governance has been maintained.</i>

Critical Action: <i>Prepare, implement and review strategic and management plans and processes.</i>
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Purpose:

To endorse a timetable for the formulation of Council's 2002-2003 Management Plan.

Background

This report is to inform Council as to the proposed timetable for the formulation of the 2002-2003 Management Plan, including the Project Evaluation process.

A report has also been requested by Council on means of increasing the attendance at the public meeting held to consult with the community during the exhibition of the Draft Management Plan. An initial response to this matter is provided below, with the recommendation that this be addressed in more detail in a further report to Council's Policy Review Committee meeting on 25 February 2002. That further report would also make recommendations on other improvements to management planning processes.

Proposed Timetable

Included as *Attachment A* is a proposed timetable for the key steps to be completed for the formulation and adoption of Council's 2002-2003 Management Plan, which constitutes the third year of the Penrith City 2000+ Strategic Plan.

The timetable is similar to that followed in recent years, with the following points drawn to Council's attention:

- proposed dates for Council Workshops utilise the Policy Review Committee meeting in March and the spare Monday night in April. If adopted, this removes the need for additional evening workshops.
- proposed date for the completion of Councillor Project Nominations is Monday 4 February, i.e. the date of the first Ordinary Meeting of the new year. The Project Evaluation process is discussed in more detail below.

Public Consultation

It is intended to encourage increased public participation in the Draft 2002-2003 Management Plan by means including:

- Increased advertising in local media;
- More structured use of existing Council communications to the community (community and specialist newsletters, mailouts, website etc.);
- More systematic use of existing consultative/partnership forums;
- Providing a more interactive format for consultative forums during the exhibition period.

These methods are under review and will be reported in more detail to Council in February, along with consideration of further means of increasing the effectiveness of community consultation on the Management Plan and participation in Management Plan formulation.

The Project Evaluation Process

The Project Evaluation process is a central element of the formulation of the annual Management Plan. This process effectively determines the projects and service adjustments which Council will deliver within its capacity in each year.

The process adopted in 2001, with some refinements and the experience gained from last year's implementation, provides a robust methodology for nominating and evaluating projects, leading to the ultimate selection by Council of projects to meet the City's priorities.

The process is made up of three distinct steps:

1. **Project Inception/Nomination**
2. **Organisational Assessment**
3. **Council Evaluation and Selection**

These stages are reflected in the flowchart provided in *Attachment B*.

Step 1 : Project Inception/Nomination

Projects have their genesis from many sources including Councillors (direct contact or through Council resolutions), community groups and, within the organisation. Project nominations can come from previously unfunded bids or totally new initiatives.

Project Inception involves the gathering and researching of project data by Managers to be able to complete Project Nomination Forms.

Councillor Project Bids

It is intended that in any given year that Council begin with a clean slate of projects in order to bring about an objective merit-based selection of all projects in scope. At this stage projects have no priority attached to them.

To achieve this it is intended that high priority unfunded projects be drawn in automatically as bids without a priority ranking and that list be supplemented with new bids. Council resolutions during the present year which require Project Evaluation bids to be made will also be automatically nominated by Managers. It is not intended to include projects from the 2001/02 unfunded list which did not achieve high priority status.

To assist in this process Councillors will be provided under separate cover with a copy of the current Unfunded Projects List, as well as other relevant information.

Councillors are requested to review this material when submitting new or amended project nominations to avoid any unnecessary duplication.

A Councillor Project Nomination Form has been prepared to register each new or amended bid. These forms need to be returned to the Corporate Development department.

Councillors will be provided with these Councillor Project Nomination Forms both in hardcopy and electronically on Monday 10 December 2001. The cut-off date for Councillor bids in order to meet the required Management Plan schedules is Monday 4 February 2001.

Project Evaluation Criteria

Included in the more detailed Project Nomination form (completed by Managers) are the important factors that are to be considered if a project is to be funded. An additional specific criterion for Community Safety factors has been added to the process for 2002. The criteria include :-

- 1. Link to Management Plan** (To which Master Program, Issue and Critical Action does this project contribute?)
- 2. Organisational Capacity** (Does the organisation have the capacity to complete currently funded projects and also to deliver this project ?)
- 3. Priority for Resourcing** (Does this project take precedence over an element of existing services? Can it be delivered/funded by reallocating resources?)
- 4. Alternative Delivery Options** (Can the project be delivered by other means ~ e.g. internal staff, contractors, partnerships, volunteers ?)
- 5. Alternative Funding Sources** (Can the project be funded by e.g. grants, contributions from external bodies or Section 94?)
- 6. Risk Analysis** (What risks will Council be exposed to if this project is not done? e.g. public liability, staff safety, financial, legal/statutory, environmental, Council image)
- 7. Productivity Gains / Cost Savings** (What opportunities are generated by the project?)
- 8. Access and Equity** (How will the project enhance community access to Council services or facilities?)
- 9. Ecologically Sustainable Development** (How will this project be delivered in regard to ESD principles?)
- 10. Community Safety** (How will this project contribute to the safety of the City and its community?)

Step 2 : Organisational Assessment

The Organisational Assessment process will be carried out in two stages:

- **By Master Program Teams**

Having regard to the Evaluation Criteria, managers within each Master Program will prioritise projects and make recommendations for CMT Assessment. Master Program Team consideration is scheduled for February 2002.

- **By CMT**

Having regard to the Evaluation Criteria, CMT will recommend priority projects across Master Programs for Council's selection of projects to be funded or designated as high priority unfunded projects.

Step 3 : Council Evaluation and Selection

Councillors will have two opportunities at Management Plan Workshops scheduled for 25/3/2002 and 15/4/2002 to finally determine the selection of projects to be included in the Management Plan and the Unfunded High Priority list. Managers are required to attend both workshops to answer Councillor questions.

During this phase a refinement of financial settings which will increasingly define the amount available for projects will be carried out by the Chief Financial Officer who will provide ongoing information on the broad budget parameters to Council. This is normal practice.

The draft 2002-2003 Management Plan, including the draft Budget, is proposed to be presented to Council on 6 May 2001 for endorsement to enable its public exhibition. (See *Attachment A ~ Proposed Management Plan Timetable*)

Conclusion

The recommended timetable for the formulation of the 2002-2003 Management Plan will provide a rigorous and efficient means of delivering Council's Strategic Program through a well-considered annual Management Plan. It should be noted that, as indicated in the timetable, further refinements to management planning processes, including methods of public consultation, will be the subject of a report to Council's Policy Review Committee meeting on 25 February 2002.

The timetable and associated procedures are submitted for Council's consideration.

RECOMMENDATION

That:

1. the information concerning the 2002-2003 Management Plan and Project Evaluation process be received;
2. the recommended Timetable for development of the 2002-2003 Management Plan be adopted;
3. a further report on proposed improvements to Management Planning processes, including methods of public consultation, be provided.

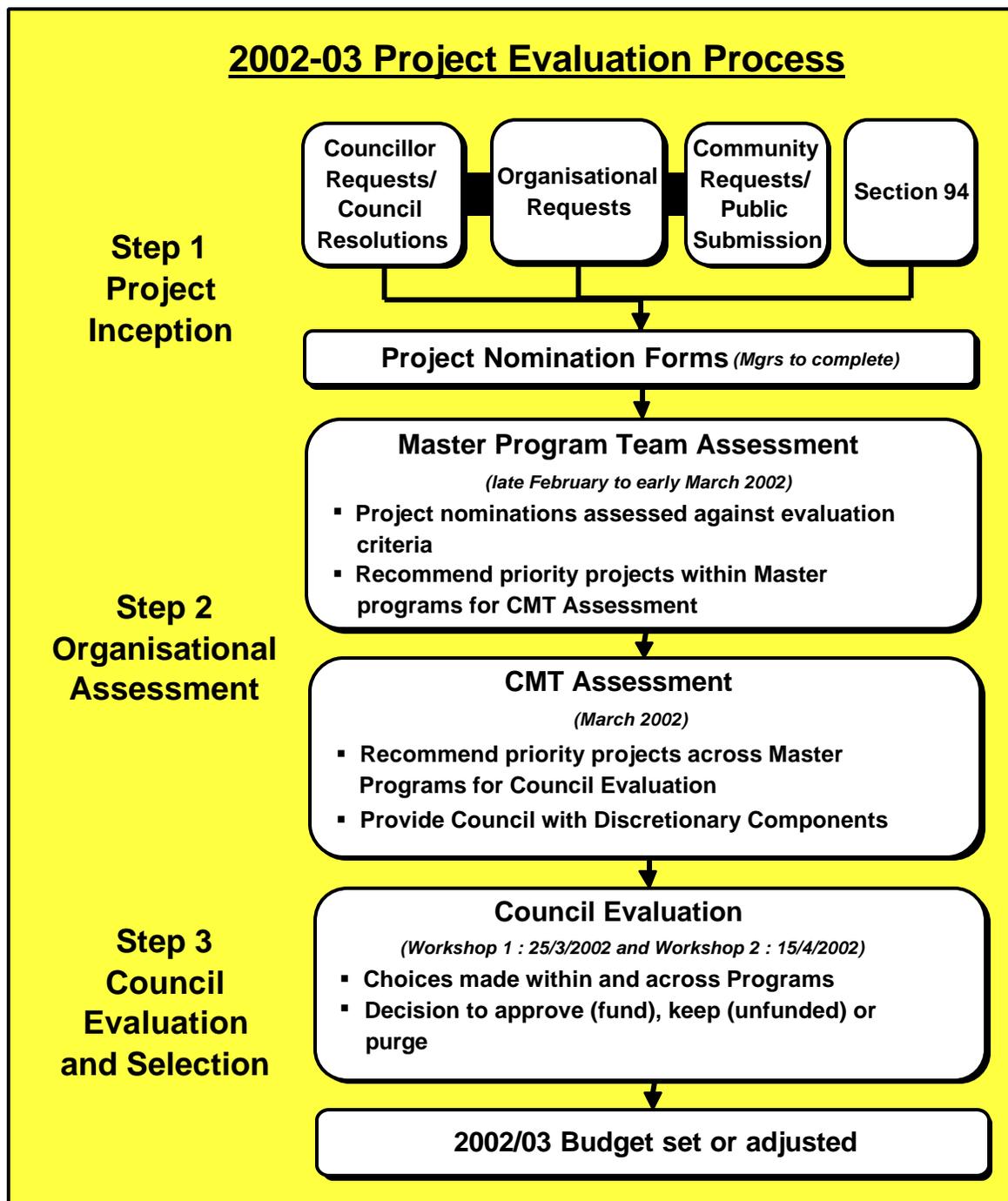


Attachment A : Management Plan Timetable

Timetable for Developing the 2002-2003 Management Plan

Step/Action	Proposed Dates
Report to Council <ul style="list-style-type: none"> • Timetable/Project Evaluation process for 2002-2003 ManPlan 	Policy Review Meeting 10 December
<ul style="list-style-type: none"> • Councillor Project Nomination cut-off 	4 February
Report to Council <ul style="list-style-type: none"> • Consideration of: <ul style="list-style-type: none"> - Key focus areas and broad financial settings - Councillor identified issues - Proposed reforms of Management Plan processes 	Policy Review Meeting 25 February
1st Management Plan Workshop for Council <ul style="list-style-type: none"> • Consideration of initial draft ManPlan information: <ul style="list-style-type: none"> (i) Tasks/Services/KPIs (ii) Project priority recommendations (iii) Rating Policy (iv) Debt Policy (v) Budgetary information/estimated 'bottom line' including Reserves and Major Projects 	Policy Review Meeting 25 March
2nd Management Plan Workshop for Council <ul style="list-style-type: none"> • Consideration of additional and revised draft information: <ul style="list-style-type: none"> (i) Revenue Policy/Fees & Charges (ii) Amended Tasks/Services/KPIs Tasks (iii) Amended Project Priorities 	spare Monday 15 April
Report to Council <ul style="list-style-type: none"> • Final Revenue Policy (including Children's Services) and any alterations to Budget and Revenue Policy • Consideration of final Draft Plan for endorsement to exhibit 	Ordinary Meeting 6 May
Public Exhibition/Consultation <ul style="list-style-type: none"> - Draft Plan on Exhibition - Consultative Group Forums - Public Meeting 	<ul style="list-style-type: none"> - 10 May-7 June (28 days) - (within) 20-31 May - Thursday 30 May
Report to Council <ul style="list-style-type: none"> • Presentation of 2002-2003 Management Plan for adoption 	Ordinary Meeting 17 June

Attachment B : Project Evaluation Flowchart



Council's Operating Environment

10 Feasibility of conducting Council and Committee Meetings throughout the City

21/5

Compiled by: Peter Huxley, Executive Officer

Authorised by: Steve Hackett, Director - City Services

Management Plan 4 Year Outcome (Page 107): *Effective corporate governance has been maintained.*

01/02 Critical Action: *Undertake effective local government.*

Purpose:

This report has been prepared in response to several Councillor enquiries about the feasibility of conducting Council and Committee Meetings outside of the Civic Centre. The report discusses the opportunities for doing so and identifies several locations at which it may be possible to conduct suitable meetings.

Background

Since moving to the Civic Centre on 7 December 1993 Council has conducted all its Ordinary, Extraordinary and Committee meetings in the building. From time to time, the question has arisen about the feasibility of conducting these meetings at other venues in the City. The most often cited venues for the conduct of these meetings has been Council-owned facilities such as Community Halls, the former Council Chambers either at St Marys or in Penrith or at other suitable venues throughout the City.

Current Situation

The Council Chambers are purpose designed for the conduct of Council meetings. As reported to the Policy Review meeting in June this year, the Ordinary meeting of council is the principal forum in which Council exercises its various functions. The Policy Review meeting also identified that there are highly symbolic elements attached to the Ordinary Meeting for it is in this forum that the processes of democratic local government are seen to operate and are showcased to the community at large.

Council, in accepting the recommendations of the Policy Review Committee, stated that there were four primary functions of the Ordinary Meeting. It is useful to reiterate these in order to establish a framework for this discussion. These were:

- Presentation of Citizens
 - The conferring of Scholarships
 - Recognition of Achievement
 - Receiving Civic Delegation
- Reporting on Operations Progress
 - Management Plan Review
 - Progress Reports
- Policy
 - Adoption of Policy

- Initiate Policy Development
- Monitor Policy Development
- Approvals
 - Non Delegated Operational Functions
 - Regulatory Functions by exception

At the same time, Council reviewed the function of the Policy Review Committee and concluded the functions as being:

- Strategic Planning
 - Management Plan
 - Review of Progress
- Audit
 - Service
 - Financial
 - Systems Review
 - Organisation
 - Review of Progress

Primarily, the conduct of Ordinary Meetings and Policy Review Committee meetings are aimed at fulfilling these functions in the proper exercise of good government.

Conducting Meetings Outside the Civic Centre

It is technically possible to conduct any type of meeting outside the facilities of the Civic Centre. Having said that, it is a larger, more complex exercise, to conduct an Ordinary Meeting “off-site” than it is to conduct a Policy Review meeting. One of the factors for the conduct of Ordinary meetings is the need for the facility to be able to provide the environment necessary to conduct confidential business. The question is whether there would be benefit gained from the Council conducting its business elsewhere in the City.

If it was determined to be appropriate to conduct any meetings of the Council at other venues, then consideration should be given to, perhaps, tailoring the agenda of the meeting to present a focus on issues of relevance to the locality in which the meeting is conducted.

During 2002 there will be a program of presentations to the Policy Review Committee by organisations that work closely with the Council in the City. For example, the St Marys Town Centre Management Inc will be presenting a report on their activities at the February Policy Review meeting and the Penrith City Centre Association will be presenting a similar report at the July meeting. Presently, presentation dates are being arranged with several other organisations including Wentworth Area Health Service, WSROC, UWS and TAFE.

Suitable Venues

Should Council wish to pursue the idea of conducting meetings outside the Civic Centre, it is important that the premises selected are suitable for their intended purpose.

Taking into consideration some of the requirements for the conduct of meetings, it is considered that the following venues would be the most suited to the conduct of meetings:

- Erskine Park Community Hall
- St Marys Memorial Hall or Community Centre

- Harold Corr Hall
- Llandilo Hall
- Mulgoa Hall
- Castlereagh Hall
- Melrose Hall
- Glenmore Park Youth Centre

Pilot Program for 2002

As a pilot for 2002 it is suggested that a total of three Policy Meetings be conducted in venues outside the Civic Centre. One meeting could be held in each Ward as follows:

- 25 February to be held at a venue in St Marys.
- 27 May to be held at a venue in Werrington.
- 23 September to be held at a venue in Emu Plains.

RECOMMENDATION

That suitably themed Policy Review meetings for February, May and September 2002, be held in suitable venues in St Marys, Werrington and Emu Plains, respectively.



**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.**