

## **BUSINESS PAPER**



Cr Jackie Greenow and the Executive Members of the Penrith International Friendship Committee at the Dinner celebrating the 20th Anniversary of the Signing of the Sister City Agreement with Fujieda City.

## **Policy Review Committee Meeting**

**23 August 2004**

18 August 2004

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 23 August 2004 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**
2. **LEAVE OF ABSENCE**
3. **CONFIRMATION OF MINUTES**  
*Policy Review Committee – 26 July 2004*
4. **DECLARATIONS OF INTEREST**  
*Pecuniary Interest (The Act requires Councillors who declare a pecuniary interest in an item to leave the meeting during discussion of that item)*  
*Other Interest*
5. **ADDRESSING THE MEETING**
6. **MAYORAL MINUTES**
7. **NOTICE OF MOTION**
8. **REPORTS & RECOMMENDATIONS OF COMMITTEES**
9. **MASTER PROGRAM REPORTS**
10. **URGENT REPORTS (to be dealt with in the Master Program to which the item relates)**
11. **CONFIDENTIAL BUSINESS**

**POLICY REVIEW COMMITTEE MEETING**

**MONDAY 23 AUGUST 2004**

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## MEETING CALENDAR

August 2004 - December 2004

	TIME	AUG	SEPT	OCT	NOV	DEC
		Mon	Mon	Mon	Mon	Mon
<b>Ordinary Meetings</b>	<b>7.00 pm</b>		6	11	1	6
			27+	18	15 #	20
<b>Policy Review Committee</b>	<b>7.00 pm</b>	23			22	13

# Meetings at which the Management Plan quarterly review is presented.

+ Deputy Mayoral Election.

- Council has two Ordinary Meetings per month where practicable.
- Extraordinary Meetings are held as required.
- Policy Review Meetings are held monthly where practicable.
- Members of the public are invited to observe meetings of the Council. Should you wish to address Council, please contact the Executive Officer, Glenn McCarthy on 47327649.

**UNCONFIRMED MINUTES  
OF THE POLICY REVIEW COMMITTEE MEETING OF PENRITH CITY  
COUNCIL HELD IN THE COUNCIL CHAMBERS, PENRITH  
ON MONDAY 26 JULY 2004 AT 7.04 PM**

**PRESENT**

His Worship the Mayor Councillor David Bradbury, Councillors Jim Aitken OAM, Kaylene Allison, Lexie Cettolin, Kevin Crameri OAM (arrived 7:06pm), Greg Davies, Mark Davies, Ross Fowler, Jackie Greenow, Karen McKeown, Susan Page, Garry Rumble, Pat Sheehy, Steve Simat, and John Thain.

**CONFIRMATION OF MINUTES**

**Policy Review Committee Meeting – 21 June 2004**

PRC188 RESOLVED on the MOTION of Councillor Pat Sheehy seconded Councillor Garry Rumble that the minutes of the Policy Review Committee Meeting of 21 June 2004 be confirmed.

**DECLARATIONS OF INTEREST**

No declarations of interest.

**MASTER PROGRAM REPORTS**

PRC189 RESOLVED on the MOTION of Councillor Garry Rumble seconded Councillor Greg Davies that Item 4, Growth of Soccer and Other Team Sports in the Penrith LGA, be dealt with as the first order of business.

**4 Growth of Soccer and Other Team Sports in the Penrith LGA 2022/1**

Council's Parks Construction and Maintenance Manager, Raphael Collins, introduced Geoff Thoms, President of Nepean District Soccer Football Association, who gave a presentation on the growth of Soccer and other Team Sports in the Penrith LGA.

Councillor Jim Aitken left the meeting the time being 7:09pm.

PRC190 RESOLVED on the MOTION of Councillor Pat Sheehy seconded Councillor Susan Page  
That:

1. The information contained the report on the growth of soccer and team sports in the Penrith LGA be received.
2. A further report be submitted when more information concerning improvements to field lighting at selected grounds and possible new sporting facilities becomes available.
3. Council pursue opportunities for Sport and Recreation Grant funding to assist with any improvements to lighting.

4. A further report be provided to Council on recreational space requirements for Glenmore Park as an indicator of requirements in new release areas.

**1 State Environmental Planning Policy (Building Sustainability Index: BASIX) 2004**

**7011/46**

Council's Acting Building Approvals and Environment Protection Manager, Wayne Mitchell, introduced David Eckstein from the Department of Infrastructure, Planning and Natural Resources, who gave a presentation on the State Environmental Planning Policy (Building Sustainability Index: BASIX) 2004.

Councillor Jim Aitken returned to the meeting the time being 7:27pm.

Councillor Susan Page left the meeting the time being 7:38pm.

Councillor Susan Page returned to the meeting the time being 7:39pm.

Councillor Mark Davies left the meeting the time being 7:51pm.

Councillor Mark Davies returned to the meeting the time being 7:53pm.

Councillor Karen McKeown left the meeting the time being 8:02pm.

Councillor Karen McKeown returned to the meeting the time being 8:04pm.

Councillor Greg Davies left the meeting the time being 8:19pm.

Councillor Greg Davies returned to the meeting the time being 8:21pm.

PRC191 RESOLVED on the MOTION of Councillor Kevin Cramer seconded Councillor Pat Sheehy

That:

1. The presentation on BASIX and the information contained in this report regarding the implementation of BASIX be received
2. Council adopt the appended Rainwater Tank Policy and new standard conditions to be included into Council's Standard Conditions Policy
3. A notation be placed on the Section 149(2) Planning Certificates of those properties where a residential development has been approved and constructed in accordance with the BASIX Certificate as issued under the State Environmental Planning (Building Sustainability Index: BASIX) 2004. The wording of the notation is to be generally in accordance with that stated in the report.
4. A review of the Rainwater Tank Policy be conducted in three-months time.
5. Council thank David Eckstein from the Department of Infrastructure, Planning and Natural Resources, for the presentation he gave at the meeting.

PRC192 RESOLVED on the MOTION of Councillor Garry Rumble seconded Councillor Greg Davies that Items 3 and 6, 6 Month Status Report on Energy Performance Contract, be dealt with as the next order of business.

**3 6 Month Status Report on Energy Performance Contract 38/62**

Council's Building Services Manager, Rod Wood, introduced Nicole Baldwin from Siemens Building Technology Pty Ltd who gave a presentation on the achievements of the Energy Performance Contract.

Councillor Steve Simat left the meeting the time being 8:25pm.

Councillor Steve Simat returned to the meeting the time being 8:32pm.

PRC193 RESOLVED on the MOTION of Councillor Pat Sheehy seconded Councillor Ross Fowler  
That:

1. The information contained in the report on 6 month Status Report on Energy Performance Contract be received
2. The staff from Siemens be thanked for their commitment to the project.
3. Council thank Nicole Baldwin from Siemens for the presentation she gave at the meeting.

**6 6 Month Status Report on Energy Performance Contract 38/62**

PRC194 RESOLVED on the MOTION of Councillor Pat Sheehy seconded Councillor Ross Fowler  
That:

1. The information in the report 6 Month Status Report on Energy Performance Contract be received
2. Excess savings from the Energy Performance Contract be directed to the Sustainability Revolving Fund.

PRC195 RESOLVED on the MOTION of Councillor Garry Rumble seconded Councillor Greg Davies that Item 5, Penrith Valley Economic Development Corporation 2003-04 Report, be dealt with as the next order of business.

**5 Penrith Valley Economic Development Corporation 2003-04 Report 1133/54**

Council's Assistant Director – Special Project, Geoff Shuttleworth, introduced Jane Holdsworth, CEO of the Penrith Valley Economic Development Corporation, who gave a presentation on the 2003-2004 Report of the Penrith Valley Economic Development Corporation.

Councillor John Thain left the meeting the time being 8:59pm.

Councillor John Thain returned to the meeting the time being 9:01pm.

PRC196 RESOLVED on the MOTION of Councillor Greg Davies seconded Councillor Jim Aitken

That:

1. The information contained in the report on the Penrith Valley Economic Development Corporation 2003-04 be received.
2. Council approve funding of \$243,060 for the Corporation's activities for the financial year 2004-05 to be paid in two equal installments in August 2004 and January 2005.
3. That the Corporation be asked to submit an interim report to Council on its activities and achievements in January 2005.
4. Council congratulate the Chairman, the Board, the CEO and the Staff of the Penrith Valley Economic Development Corporation for the work they have done so far with the Corporation.

**2 Masterplan for Victoria Park, St Marys**

**3010/1**

Council's Parks Construction and Maintenance Manager, Raphael Collins, and Council's Supervisor - Landscape Architectural Services, Karin Schicht, gave a presentation on the Masterplan for Victoria Park, St Marys.

Councillors Kevin Crameri and Ross Fowler left the meeting the time being 9:16pm.

Councillor Ross Fowler returned to the meeting the time being 9:17pm.

Councillor Kevin Crameri returned to the meeting the time being 9:22pm.

PRC197 RESOLVED on the MOTION of Councillor Jim Aitken seconded Councillor Steve Simat

That:

1. The information contained in the report on the Masterplan for Victoria Park, St Marys be received.
2. A further report be presented to the Policy Review Committee on the restoration of the current memorial in Victoria Park.

There being no further business the Chairperson declared the meeting closed the time being 9:35pm.



# **PENRITH CITY COUNCIL**

## **Procedure for Addressing Meetings**

Anyone can request permission to address a meeting, providing that the number of speakers is limited to three in support of any proposal and three against.

Any request about an issue or matter on the Agenda for the meeting can be lodged with the General Manager or Public Officer up until 12 noon on the day of the meeting.

Prior to the meeting the person who has requested permission to address the meeting will need to provide the Public Officer with a written statement of the points to be covered during the address in sufficient detail so as to inform the Councillors of the substance of the address and a written copy of any questions to be asked of the Council in order that responses to those questions can be provided in due course.

In addition, prior to addressing the meeting a person addressing Council or Committee will be informed that they do not enjoy any privilege and that permission to speak may be withdrawn should they make inappropriate comments.

It should be noted that speakers at meetings of the Council or Committee do not have absolute privilege (parliamentary privilege). A speaker who makes any potentially offensive or defamatory remarks about any other person may render themselves open to legal action.

Prior to addressing the meeting the person will be required to sign the following statement:

“I (name) understand that the meeting I intend to address on (date) is a public meeting. I also understand that should I say or present any material that is inappropriate, I may be subject to legal action. I also acknowledge that I have been informed to obtain my own legal advice about the appropriateness of the material that I intend to present at the above mentioned meeting”.

Should a person fail to sign the above statement then permission to address either the Council or Committee will not be granted.

The Public Officer or Minute Clerk will speak to those people who have requested permission to address the meeting, prior to the meeting at 6.45pm.

It is up to the Council or Committee to decide if the request to address the meeting will be granted.

Where permission is to be granted the Council or Committee, at the appropriate time, will suspend only so much of the Standing Orders to allow the address to occur.

The Chairperson will then call the person up to the lectern or speaking area.

The person addressing the meeting needs to clearly indicate:

- Their name;
- Organisation or group they are representing (if applicable);
- Details of the issue to be addressed and the item number of the report in the Business Paper;
- Whether they are opposing or supporting the issue or matter (if applicable) and the action they would like the meeting to take;
- The interest of the speaker (e.g. affected person, neighbour, applicant, applicants spokesperson, interested citizen etc).

Each person then has five minutes to make their address. Those addressing Council will be required to speak to the written statement they have submitted. Permission to address Council is not to be taken as an opportunity to refute or otherwise the points made by previous speakers on the same issue.

The Council or Committee can extend this time if they consider it appropriate, however, everyone needs to work on the basis that the address will be for five minutes only.

Councillors may have questions about the address so people are asked to remain at the lectern or in the speaking area until the Chairperson has thanked them.

When this occurs, they should then return to their seat.

Steve Hackett  
**Public Officer**  
02 4732 7637

August 2003

## **MASTER PROGRAM REPORTS**

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## **The City in Its Environment**

### **1 Presentation on the Management and Operations of the Western Sydney Regional Illegal Dumping Squad**

**7004/51**

**Compiled by:** Laurie Cafarella, Co-ordinator Community Protection & Project  
Manager, RID Squad

**Authorised by:** Barry Ryan, Waste & Community Protection Manager

**Management Plan 4 Year Outcome:** *Sustainable Penrith Strategy adopted and being implemented.*

**Critical Action:** *Require development in the City to be designed and managed on the principles of ecological sustainability.*

#### **Purpose:**

*To provide information to Council on the management of the Western Sydney Regional Illegal Dumping Squad and its operation throughout the six Western Sydney member Councils. This report will recommend that Council receives a presentation on the Management and Operations of the Western Sydney Regional Illegal Dumping Squad. The presentation will be by Grant Haydon, Senior RID Squad Investigation Officer.*

#### **Background**

The Regional Illegal Dumping (RID) Squad was established to tackle the problem of illegal dumping in Western Sydney. After the initial twelve month pilot project, the RID program, having proved itself as an effective illegal dumping deterrence program, was extended to include other interested Councils within Western Sydney.

Penrith City Council takes a lead role in the co-ordination of the project, including staff appointments, staff training, financial accounting, and providing the necessary operational resources.

Each of the member Councils contribute financially to the project, with income from fines assisting to balance the budget. The Department of Environment and Conservation is a significant partner providing funding and corporate support.

The project is unique in that staff employed by one Local Council operate across the six Local Government areas.

The project has been recently replicated in the Southern Highlands and Shoalhaven areas, and interest from regions in other States has grown following the success of the program.

#### **Current Situation**

The RID Squad commenced operation in July 1999 as a 12 month pilot program in response to pressures felt by Councils with respect to illegal dumping of waste within the Western Sydney region. The program was established as a partnership between the EPA, the Western Sydney Waste Board, Blacktown, Fairfield, Liverpool and Penrith Councils. Bankstown, Hawkesbury and Holroyd Councils joined the project in 2001.

The 12 month pilot proved successful in reducing illegal dumping incidents throughout Western Sydney. Initially, the Squad consisted of four officers patrolling outside normal business hours, seven days a week throughout the member Council areas.

Consultation was held with all partners to review the RID Squad concept and operations and it was decided to extend the RID program for a further 12 months, expanding it to cover the Bankstown, Baulkham Hills, Holroyd and Hawkesbury local government areas in addition to Penrith, Liverpool, Blacktown and Fairfield. The RID Squad staffing levels increased to eight investigators with the Squad now covering almost all of the Western Sydney Region.

An annual evaluation process is undertaken to reflect on performance and outcomes, and develop revised RID Squad strategies to respond more effectively and efficiently to the changing needs of the participating Councils and the nature of waste being dumped. Through this process it was realised that the strategy required to combat illegal dumping was required to be varied to a great extent from council to council.

In late 2002, the Western Sydney RID Squad model was endorsed by the State Government as an effective illegal dumping deterrent. The RID Squad strategy is endorsed in the Department of Environment and Conservation's (formerly Resource NSW) NSW Waste Avoidance and Resource Recovery Strategy.

The RID Squad model is being introduced into other regions (Southern Region RID Squad commenced in May 2004). The project management team have consulted with and advised staff from the Southern Region RID Squad in both management and operational issues.

In December 2002 Penrith City Council became project manager of the RID Squad.

The RID Squad management agreement gives Penrith City Council, as project manager, responsibility for the following:

- Project management
- Employment of project staff
- Human resource management and training for project staff
- Management of and administrative support for Committee meetings
- Financial management and reporting of the Venture costs, including account auditing
- Day-to-day running of the project and implementation of the Operations Program
- Appointment of a Project Manager to oversee the administration and day-to-day management of the Squad and its activities
- Evaluation of the project and recommending necessary changes to project design

The project management of the RID Squad from a central location reduces duplication and provides an expanded resource capacity otherwise not able to be provided by a single Council.

RID Squad Committee representatives can therefore focus on the required outcomes of the project other than operational issues.

The RID Squad project has provided a resource that is utilised throughout the six member Councils in Western Sydney. The RID Squad been successful in assisting in the reduction of the incidence of illegal dumping in these Council areas, through both enforcement and education.

Media campaigns have been developed and implemented using a common theme.

In terms of quantitative outcomes the following details are provided for the 2002/2003 financial year:

- 781 investigations were commenced with 734 completed
- 236 cases were dealt with by way of on the spot penalty infringement notices
- 236 infringements were issued to the value of \$152,492.00
- 24 specifically targeted operations were conducted
- 350 of the total cases were household domestic waste
- 92 landfill cases were investigated
- Over 86% of all incidents were attended within a 24-hour timeframe
- 231 matters originated from complaints directed from Council (29.1%)
- 50 Clean-Up or Prevention notices issued – Value \$16,000

The RID Squad project has provided member Councils with a significant staff resource without the inherent costs. Whilst each Council has a designated Officer allocated to its area, there is the ability (which occurs during specific operations) to target a specific area/issue with all staff of the Squad.

The community not only benefits from the reduction of illegal dumping, but also through cost savings derived from the sharing of RID project/staff resources.

### **RECOMMENDATION**

That the information contained in the report and presentation on the Management and Operations of the Western Sydney Regional Illegal Dumping Squad be received.



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**The City in Its Environment**

**2 Rehabilitation of the former Castlereagh Liquid Waste Depot site and an update on the Castlereagh Community Fund 4109/15 Pt30**

**Compiled by:** Wayne Mitchell, Acting Building Approvals & Environment Protection Manager

**Authorised by:** Wayne Mitchell, Acting Building Approvals & Environment Protection Manager

**Management Plan 4 Year Outcome:** *Sustainable Penrith Strategy adopted and being implemented.*

**Critical Action:** *Require development in the City to be designed and managed on the principles of ecological sustainability.*

**Purpose:**

*To update Council on the progress of rehabilitation of the former Castlereagh Liquid Waste Depot site at Londonderry and the associated Castlereagh Community Fund. Ken Kanofski, the Chief Executive Officer from Waste Services NSW, will provide a presentation on these two projects. The report recommends that the information be received.*

**Background**

The Castlereagh Waste Management Centre (CWMC) is located on the Northern Road at Londonderry. Liquid Waste disposal commenced at the site in 1974 following the issue of Interim Development Order No. 37 (IDO37) by the Minister for Local Government in 1973 which made the depot permissible. The timeframe for waste disposal and the size of the site was extended numerous times by both amending IDO37, but also by the issue of IDO67 and eventually State Environmental Planning Policy No. 3 (SEPP3) in 1981. In 1988 the Lidcombe Liquid Waste Treatment Plant opened and liquid waste previously disposed at CWMC was diverted to Lidcombe. The Centre formally ceased receiving any waste on 28 August 1998.

The site had had quite a controversial history with a lot of community concern about potential leakage of the chemical wastes disposed of at the site. The life of the site was extended a number of times until an alternative disposal method was available. During a twelve week period in 1997, quarantine waste was taken to the site following the unexpected early closure of the Waverly/Woollahra incinerator. A special levy was imposed on the disposal of this waste and the money is held in trust. Approximately \$1 M raised by the levy will soon be disbursed through the Castlereagh Community Fund for projects of community and environmental benefit in areas surrounding the site.

The CWMC received mainly industrial liquid wastes and sludges from the Sydney Region. It was the primary facility for disposing of such wastes prior to the opening of the Lidcombe liquid waste plant. The waste was primarily disposed of in pits excavated into the clay subsurface of the site, jointly with municipal solid waste. Excavated soil was used to cover the pits.

The site is licensed by the Department of Environment and Conservation (formerly the NSW EPA) and has been extensively monitored for many years. No off-site environmental impacts

have been identified, however the site is not considered to be stabilised in its current state and rehabilitation works are required. A large number of studies have been undertaken over the past few years to try to determine the most appropriate rehabilitation strategy for the site.

### **Proposed Rehabilitation Strategy**

A number of capping material trials have been conducted at the site since 1999. These trials have involved using different materials such as solid waste materials and shredded tyres to cover or cap areas of the site. These areas were then monitored to determine if the capping material was effective.

In September 2003 a report by Professor Michael Knight of UTS titled "Groundwater Modelling of Castlereagh Waste Management Centre and Assessment of Long-Term Behaviour of site" was released. This study modelled impacts on groundwater beneath the site for these different scenarios, including doing nothing, capping the entire site with a "thick cap" and re-vegetating the entire site.

The modelling shows that re-vegetating the site to a form similar to the present natural forest beside the depot will produce the best results. Capping the entire site was found to be less effective than vegetation in reducing the groundwater mound and has other performance and construction problems. The modelling demonstrated that there is no risk that contaminant plumes of significant chemicals will migrate far from the Depot.

Re-vegetation trials are now being carried out at the site to determine the most appropriate species and planting methodologies. Approximately 5,000 trees were recently planted on a seven hectare area.

Waste Services NSW has now indicated that its preferred method of rehabilitation is by re-vegetation of the site. Consultants have now been engaged to prepare a Review of Environmental Factors (REF) to investigate this option for the purpose of a Part V approval under the Planning Legislation. The REF will provide a detailed description of the preferred rehabilitation strategy and an assessment of the environmental impact of the proposed activities, recommending mitigation measures where necessary.

The REF will also cover options for the closure of the site, and in particular ongoing management and monitoring. Waste Services has indicated that they intend to publicly exhibit the REF and seek feedback even though it is not a requirement of the legislation. This exhibition is expected to occur during August – September 2004.

### **The Castlereagh Community Fund**

The NSW Government established the Castlereagh Community Fund (previously called the Quarantine Levy) to provide benefit to the local community following the post-closure use of the Castlereagh Waste Management Centre. Approximately \$1 million will be made available for grants for projects that have a long-term benefit for the environment or the community in the vicinity of the site. Individuals, non-profit organisations and State/Local Government Agencies will be eligible to apply. Applications will be considered for amounts from \$500 to over \$500,000.

The Minister has established the Castlereagh Community Grant Assessment Committee (the Assessment Committee) to assess expressions of interest and grant applications. The Assessment Committee will make recommendations to the Minister on grants to be funded.

The Assessment Committee has a membership including a member of staff of both Penrith City Council and Hawkesbury City Council, four representatives of the Castlereagh



Community Monitoring Committee and an independent chair. The independent chair had not been appointed at the time of writing this report.

All guidelines and procedures for the grants are prepared in readiness for the public notification to occur. This is expected to occur as soon as the Minister has appointed the independent chair of the Assessment Committee. The committee has recently written to the Minister and requested that this process be expedited.

Council will be eligible to submit grant applications for projects that meet the criteria.

### **Conclusion**

The rehabilitation of the Castlereagh Waste Management Centre is an important project for Waste Services NSW. The planned re-vegetation of the site to control groundwater is the culmination of many years of investigations and research.

Waste Services has established a good level of communication with the local community through the Community Monitoring Committee. This level of openness and consultation has given the community a raised level of confidence in the current rehabilitation proposal.

The Castlereagh Community Fund is soon to be advertised and will provide a significant opportunity for community and environmental benefit in the vicinity of the depot site.

### **RECOMMENDATION**

That the information contained in the report on Rehabilitation of the former Castlereagh Liquid Waste Depot site and an update on the Castlereagh Community Fund be received.



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

### **3 Public Domain Lighting Policy**

**1027/14 Pt7**

**Compiled by:** David Burns, Asset Manager and  
Yvonne Perkins, Community Safety Coordinator

**Authorised by:** David Burns, Asset Manager and Gary Dean, Facilities Operations  
Manager

**Management Plan 4 Year Outcome:** *A City-wide Community Safety Plan, supported by the community, is in place.*

**Critical Action:** *Incorporate the consideration of community safety into Council's decision making process.*

#### **Purpose:**

*To recommend to Council the adoption of a new Public Domain Lighting Policy and the development of a subsequent Public Domain Lighting Development Control Plan. The report recommends that the Public Domain Lighting Policy be adopted and developed into a Public Domain Lighting Development Control Plan.*

#### **Background**

Council's current policy on lighting makes specific reference to street lighting only. The policy requires upgrading to make it contemporary with the current Australian Standards which concentrate not only on the street lighting network for vehicular traffic but now has specific minimum lighting standards for a variety of pedestrian dominated areas.

During the consultative process in the development of the Penrith Valley Community Safety Plan lighting was identified as a major factor in the community's perception of safety in public spaces.

Darkness, poor lighting and particular types of space were commonly mentioned throughout all consultations as factors that influenced people perceptions of safety. The community repeatedly stated that dark unlit venues, particularly car parks, caused the highest levels of fear.

Other spaces that caused safety concerns for residents and workers included the CBD's, laneways and in and around public buildings. The rollout of the extensive annual program of path paving is increasing demands for lighting of these areas to enable their use at night.

During the development of the five key areas of the Penrith Valley Community Safety Plan, a number of strategies were developed including:

Key Area 2 Antisocial Behaviour: Strategy 3.

To provide appropriate levels of lighting and security infrastructure to community facilities and public spaces across the Penrith Local Government Area.

A number of actions were developed to address this strategy and progress to date has recently been highlighted in the Penrith Valley Community Safety Plan – Progress Report, distributed to Councillors under separate memo in mid August.

The actions developed to address this strategy were:

*Audit existing public lighting.*

Network audit of lighting carried out annually.

*Promote contact number for community to advise Integral Energy of street lights needing repair.*

Integral Energy phone contact number is included on the Emergency Phone Number Magnet distributed via a range of community safety initiatives.

*Continue to assess lighting and security infrastructure needs identified via community safety audits.*

A function within the Community Safety Audit program and will be conducted as required.

*Promote higher levels of lighting maintenance across the city.*

This strategy is linked to the action regarding the reporting of lights that are not working. It also refers to areas where lighting of public spaces may need enhancement or where the effectiveness of the existing lighting is impeded by established landscaping. The issue of complimentary tree planting to achieve best lighting effectiveness is included in the Public Domain Lighting Policy.

*Audit lighting in public spaces to assess maintenance requirements.*

Carried out annually by Council and following resident request regarding lighting issues.

*Penrith City Council to replace its current street lighting policy with a Public Domain Lighting Policy and New Lighting Policy to be linked to the Crime Prevention through Environmental Design – Development Control Plan.*

These two actions are the subject of this report.

## **Current Situation**

A specialist lighting consultant who was involved in the development of the Australian Standards for lighting was engaged to assist Council staff in the development of the new Public Domain Lighting Policy.

The objective of the new policy is:

“To provide a lighted environment that acknowledges Council’s commitment to Crime Prevention through Environmental Design (CPTED) and Ecological Sustainable Development principles (ESD)”, with the aim to achieve the following:

- Enhancement of night time amenity.
- Enhancement of the safety of users by reducing the potential of accident occurrence.
- Enhancement of the security of users by reducing the potential for the occurrence of antisocial behaviour.

- Minimal adverse environmental impact.

The policy encompasses all types of lighting schemes on roads and areas that are open to public use, in both urban and rural areas and include:

- The road network, embracing traffic routes, local roads, pedestrian and cycle dedicated paths and traffic calming devices.
- Commercial and retail sites in CBDs, regional centres and neighbourhood precincts
- Car parks
- Transport facilities
- Community Buildings, surrounds and approaches
- Open Spaces including parks and installed infrastructure
- Pedestrian Laneways

The new policy is aimed for use by developers, lighting scheme designers and Council officers.

It is also proposed that the Public Domain Lighting Policy be developed as a Development Control Plan to be used as a tool in the design of lighting of new developments.

The detailed Public Domain Lighting Policy is attached to tonight's business paper.

## **RECOMMENDATION**

That:

1. The information contained in the report on the Public Domain Lighting Policy be received.
2. Council adopt the Public Domain Lighting Policy as detailed in this report for the lighting of all public spaces.
3. Council endorse the development of the Public Domain Lighting Policy into a Public Domain Lighting Development Control Plan for the design of public space lighting in new developments.
4. The existing arrangements for the assessment of "Street Lighting" be replaced with this new Public Domain Lighting Policy.



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## **The City Supported by Infrastructure**

### **4 Asset Management**

**Compiled by:** Barry Husking, Chief Financial Officer  
David Burns, Asset Manager

**Authorised by:** Barry Husking, Chief Financial Officer

**Management Plan 4 Year Outcome:** *A register of all significant assets, their condition and standards determined and a plan for their maintenance is operating.*

**Critical Actions:**

*Determine and agree on appropriate standards for asset condition and functionality.*

*Complete a register of assets and condition assessments of Council's roads, drains, open space, buildings and carparks.*

*Develop a sustainable financial response to existing and future asset maintenance, and incorporate that in Council's Management Plan.*

#### **Purpose:**

*In recent years significant effort has been applied to identifying the current and preferred condition of Council's roads. Additional funding has been directed to road maintenance but more is needed to ensure these assets remain in at least their present condition.*

*This report primarily deals with the road maintenance funding shortfall and how it can be overcome. An overview of the road network's condition is provided and will be supported by a presentation by Council's Asset Manager. The report also discusses the adequacy of maintenance funding for the other major classes of infrastructure assets: buildings and drains. The report recommends that Council continue to increase asset maintenance budgets to match agreed service standards.*

#### **Challenges**

The introduction of a local government accounting standard in 1993 has undoubtedly increased the attention given to asset maintenance funding in local government.

*One of the legacies of the post-1945 immigration boom is starting to emerge – a serious infrastructure asset renewal challenge for Australian councils! It is estimated that councils have about \$150 billion worth of infrastructure assets – much of it ageing.*

*(David Hope, CPA Australia Public Sector Newsletter, March 2003)*

The same article highlighted findings from local government infrastructure studies conducted in Victoria and South Australia in the last 5 years:

- Within about ten years most councils will be facing significant increases in spending levels to renew their assets, in some cases, three to five times the level of existing spending

- There were many councils who did not have asset management strategies or plans – the focus is on operational rather than strategic needs
- Councils have poor asset registers, but do have access to other sources of asset data (e.g. information gathered for insurance purposes)
- There were inconsistencies in some of the data provided by councils, but not sufficient to invalidate the findings
- There was a lack of understanding about the relationship between asset management life cycle costs, economic lives and depreciation
- Despite the large asset stocks held, Councils are increasing the asset stock faster than they are renewing it
- Service levels are poorly understood by Councils and their communities, therefore assets are 'held on to' even when they make little or no contribution to community.

Councils have been required to report on the condition of their infrastructure assets since 1993 and, from 2001, the report has been included in the Annual Financial Statements (Special Schedule 7). Penrith's draft 2003/04 report shows it will cost \$86.3 million to bring the condition of our roads, buildings and drains to a satisfactory standard.

Council recognises it has to develop its own policies and actions to ensure asset management responsibilities are addressed. The Management Plan calls for:

- Completion of a register, including condition assessments, for Council's roads, drains, open space, buildings and car parks (AM)
- Determination and agreement on appropriate standards for condition and functionality of existing and new assets (AM)
- Development of a sustainable financial response to existing and future asset maintenance (CFO).

Completion of these 3 actions will ensure a funded strategy for the maintenance of existing and new assets. In the absence of such a strategy the ability to secure a strong long-term financial position will be undermined. Council's recently acquired AA (long-term) rating highlighted our healthy liquidity and declining debt, but also acknowledged the annual operating deficits resulting from high asset depreciation. Council's pavement management systems predict a reduction in road standards at current funding levels. Recent budgets have increased asset funding but the base amount of annual expenditure is yet to reach the required level. Other new and expanded programs continue in the face of declining asset condition.

No less important is planning for the delivery of the types of assets that future communities will want and the way this must influence our current programs. The alignment of asset planning with service specifications and budgets will ensure that what we build is just as relevant as how well we look after it.

### **Risk Management**

The better the condition of an asset the less likelihood there is of someone being injured as a result of its failure. As well, a documented plan for the on-going renewal and maintenance of assets is viewed favourably by the courts, generally acknowledging that councils do not have the resources to fix all known problems at one time: budgets need to accommodate the full

range of services that councils are responsible for and this needs to be balanced with asset management demands.

Penrith's footpath repair intervention system is a good example of a planned, documented response to potential hazards (in this case, trips) that balances Council's responsibilities with its resources. Recent legislation, mainly in relation to roads, restores some protection to councils for incidents that they could not be expected to be aware of, thereby recognising that there are financial constraints that hinder the capacity to carry out wide-scale hazard identification.

While a lack of funds may assist a negligence defence, failure to carry out risk assessment as part of asset management planning will not. The risk profiling program which Council has been undertaking is a vital part of asset management efforts.

### **Road Depreciation**

The written down value of roads, including bridges and footpaths, at 30 June 2004 was \$247.1 million, after providing for depreciation of \$8.8 million.

Until now, the depreciation calculation has not taken account of the extensions to road life resulting from increased maintenance and upgrading expenditure. Depreciation for 2003/04 is being prepared on the basis of new estimates of road life, resulting in lower annual depreciation costs as the value of upgraded roads will be consumed over a longer period.

The change was recommended following completion of the 2002/03 Financial Statements and the need reinforced during the recent Standard and Poors' credit rating.

*PCC's ratings are constrained by its persistent accrual operating deficits. However Standard and Poor's believes that the accrual operating deficits of most Australian local governments, including PCC, are due partly to higher than required depreciation rates. Nevertheless, these deficits could indicate under funding of infrastructure maintenance and may result in a sudden large funding requirement. (Standard & Poor's Credit Rating, Penrith City Council 2003)*

The Minister for Local Government has on several occasions over the past 18 months spoken of councils that 'spent more than they received.' It is the councils with an operating deficit that he is referring to.

The revised methodology for last year's depreciation calculation will reduce the operating deficit by around \$1.4 million. This, combined with higher than normal asset sales, will result in an operating surplus for 2003/04. More analysis of this result will be provided with the end-of-year financial presentation.

Ultimately the financial records should closely reflect the reality of asset condition and deterioration that, in the case of roads, is assessed by the pavement condition index (PCI).

The PCI measures the condition of road segments and produces an average condition assessment for the entire road network. It is a technical formula-based index used to

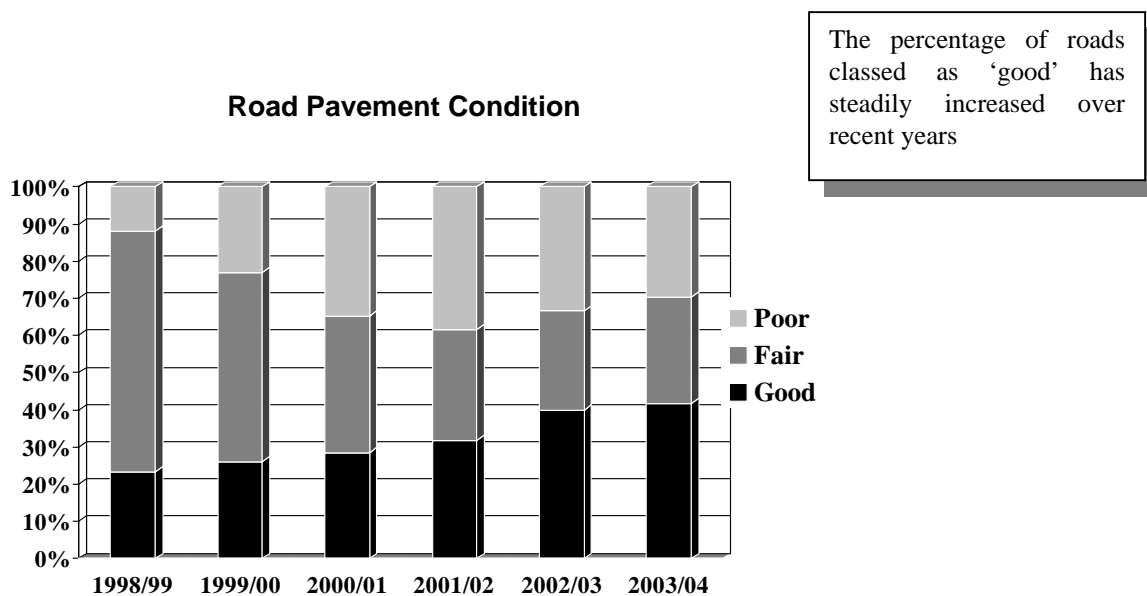


determine funding priorities and measure the impact of road maintenance and improvement expenditure.

The science that sits behind a number that we rely to measure road condition can never be perfect, but the correlation between the reported pavement condition index and actual road deterioration is high, and capable of being used to make funding assumptions.

### Road Condition

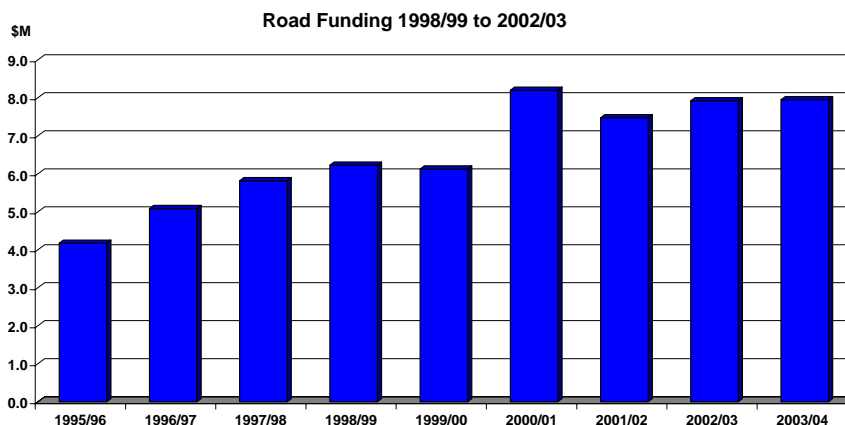
The graph below shows the changes in the condition of the road network over recent years. The reduction in the percentage of the network deemed to be in a 'fair' condition is a result of a greater proportion of the road budget being directed to the re-sheeting and resealing of these roads. Funding limitations have largely driven this policy: 'fair' roads are cheaper to repair than 'poor' roads—*more* roads are therefore improved. The added consequence of this is an increase in road segments classified as 'good' and 'poor' since 1998/99, although the latter category has reduced over the last 2 years.



### Road Funding

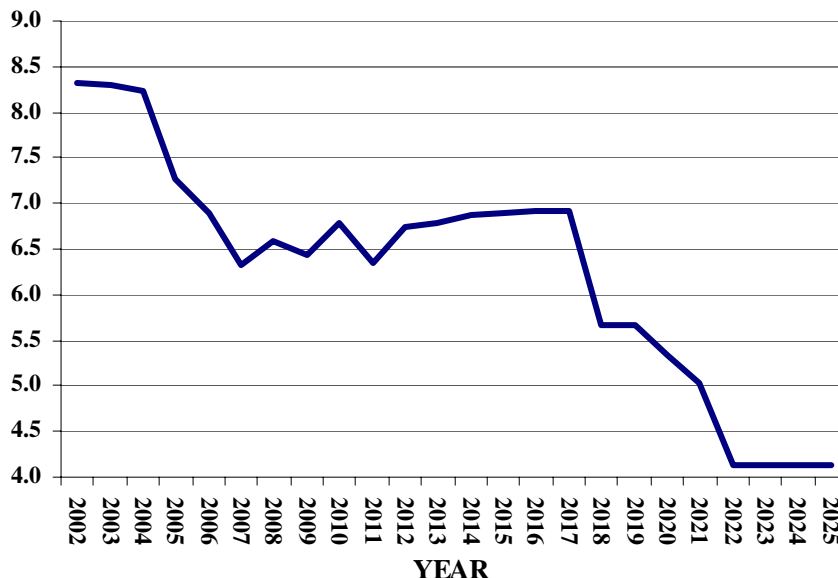
Reliable data supporting the need for more to be spent on road renewal and maintenance has driven increased budget allocations.

Road funding has increased by almost 100% over the last 10 years



Council adopted a loan borrowing policy several years ago that called for a reduction in annual borrowings for general capital works, and borrowing for special projects only when additional savings or revenue are capable of servicing the loan. The predicted reduction in annual debt servicing costs arising from implementation of the policy has now occurred, with net repayments in 2003/04 being lower than those in 2002/03. Further, and more substantial, reductions are forecast.

\$M Net Debt Servicing Costs ('funded' loans excluded)



Loan repayments are reducing because of decreased borrowing for general capital works

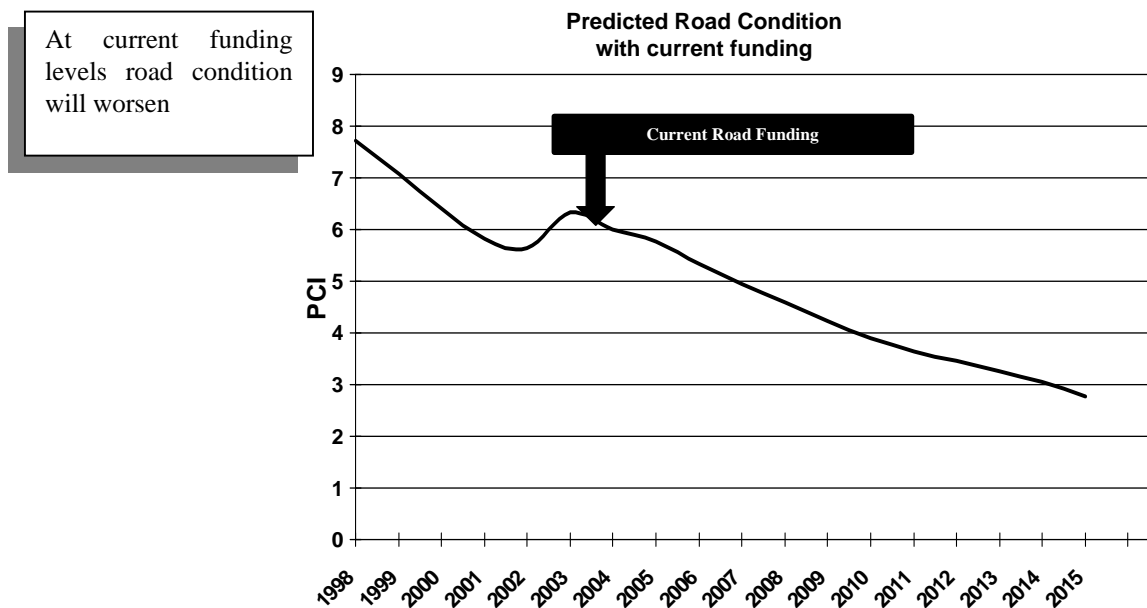
The borrowing policy directs half of the debt savings to infrastructure maintenance; the other half remains as a general budget saving. In 2002/03 and 2003/04 half of the more immediate debt savings were included in those years' roads' budgets by virtue of an internal loan from reserves (the loan repayment sinking fund was used). In effect this was an advance, to bring forward the savings, the repayment of which is now built into future years' budgets. The additional allocation was \$610,000 in each year.

Following a review of the sinking fund the same action was implemented in 2004/05 providing an additional \$300,000 to the roads' budget from debt servicing savings.

To further bolster road funding the cost of road damage caused by garbage vehicles is now included in the domestic waste management service. Garbage vehicles, particularly those travelling on older road shoulders that were never constructed for their weight, deteriorate roads quicker than normal traffic. The annual cost of this damage is estimated to be \$300,000. The total roads' budget for 2004/05 is \$7.9 million; the components are:

<b>Activity</b>	<b>\$'000</b>
▪ Routine Maintenance .....	1,890
▪ Road Resealing & Resheeting .....	3,051
▪ <i>Roads to Recovery</i> .....	758
▪ Rural Roads Resealing .....	60
▪ Road Reconstruction.....	2,023
▪ Rural Road Widening .....	156
<b>Total .....</b>	<b>\$7,938</b>

The future implications for the pavement condition index based on the current level of road funding, projected forward without any further increases, are shown in the following graph.



The following list provides examples of roads at selected PCI's.

**PCI Road**

>8.5	Park Avenue, Werrington: Victoria Street to end.
7.2	Lindridge Street, South Penrith
7.0	Antonio Crescent, Cranebrook
6.5	Fragar Road, South Penrith: Maxwell Street to Wardell Drive
5.0	Stone Place, Werrington Downs
4.0	Waterfall Crescent, Cranebrook: Fernview to Mount Close
2.0	Waterfall Crescent, Cranebrook: Mount Street to Laycock Street
1.0	Stuart Street, Jamisontown
< 0	Explorers Way, St Clair

**New Approaches to Road Maintenance**

Spending more now on road maintenance and improvement is more cost-effective than deferring this expenditure as the rising cost of road materials and accelerated deterioration are avoided.

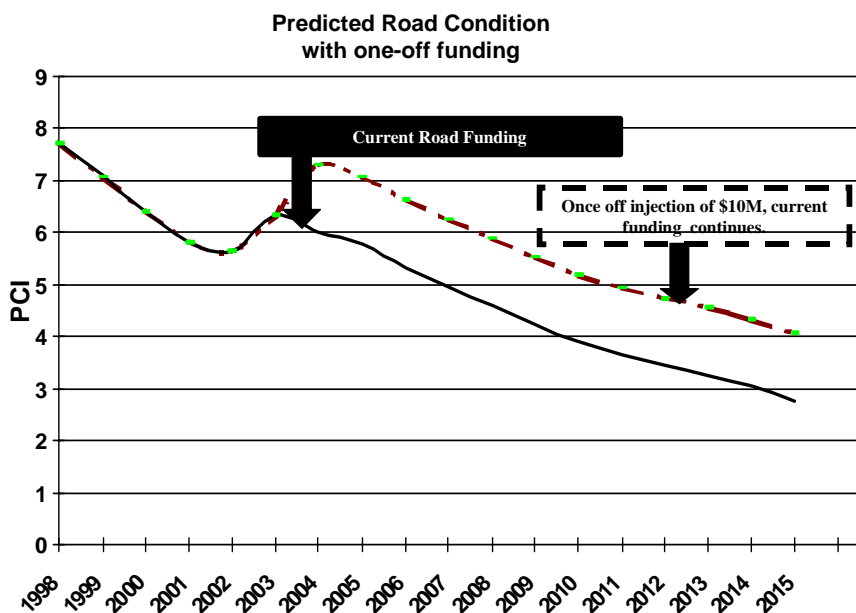
New road surfacing products are being applied to various roads in the city at a fraction of the cost of traditional road repair methods: \$1.20m<sup>2</sup> compared to \$12.00m<sup>2</sup> for resheeting and \$80.00m<sup>2</sup> for full reconstruction. The new treatment prevents major deterioration, particularly that caused by water infiltration, and extends the current road condition by at least 5 years, possibly much longer; the product's nascency means that the actual life of the treatment will not be known for several years to come.

Not all roads can accept the new treatment. Many require significant upgrade to reach the point where the product can be effectively applied. If this can be achieved there are considerable future maintenance cost savings to be realised, as there will be whenever roads are upgraded to halt or slow down the accelerated decline in performance.

**Financing Increased Road Expenditure**

Spending more now to achieve future maintenance savings (as compared to current costs) is the basis of recent financial modelling attempts to find a solution to the road-funding shortfall.

Could these savings and the now established debt savings combine to fund the servicing of new capital needed to finance a large one-off improvement to road condition? The graph below shows the impact of a \$10 million injection to road funding on top of the current budget allocation, and then continued road expenditure at current funding levels.

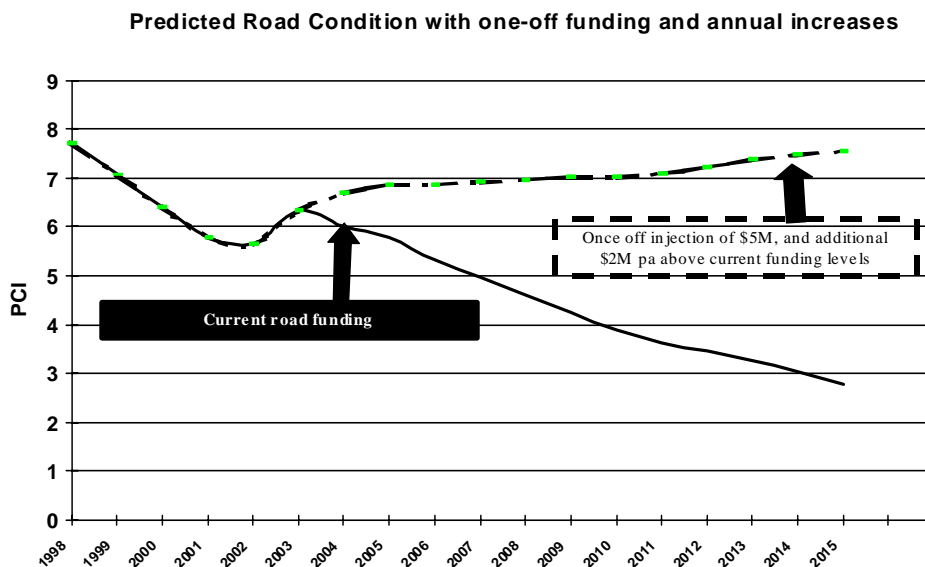


PCI increases with one-off funding but then declines without an increase in annual allocations.

PCI in the year the additional expenditure occurs takes the condition index from 6.3 (today's level) to 7.2. In the absence of an increased annual allocation though the index will fall back to today's level in around 4 years. While the one-off expenditure takes away some of the catch-up requirements built into existing funding levels the need to allocate dollars to maintain a large road network continues: \$10 million repairs about 10% of the network. Consequently the savings generated by the one-off expenditure are diverted to other pressing road maintenance requirements.

To achieve a PCI of around 6.5 (an assumed minimum acceptable level) a one-off expenditure of \$2.5 million and an additional \$2.0 million each year is required. A PCI of around 7.0 requires a \$5.0 million injection followed by an extra \$2.0 million annually. This would take annual road expenditure from \$8.0 million (the current base level of funding) to \$10.0 million.

A one-off \$5.0m plus \$2.0m annually lifts and maintains the PCI



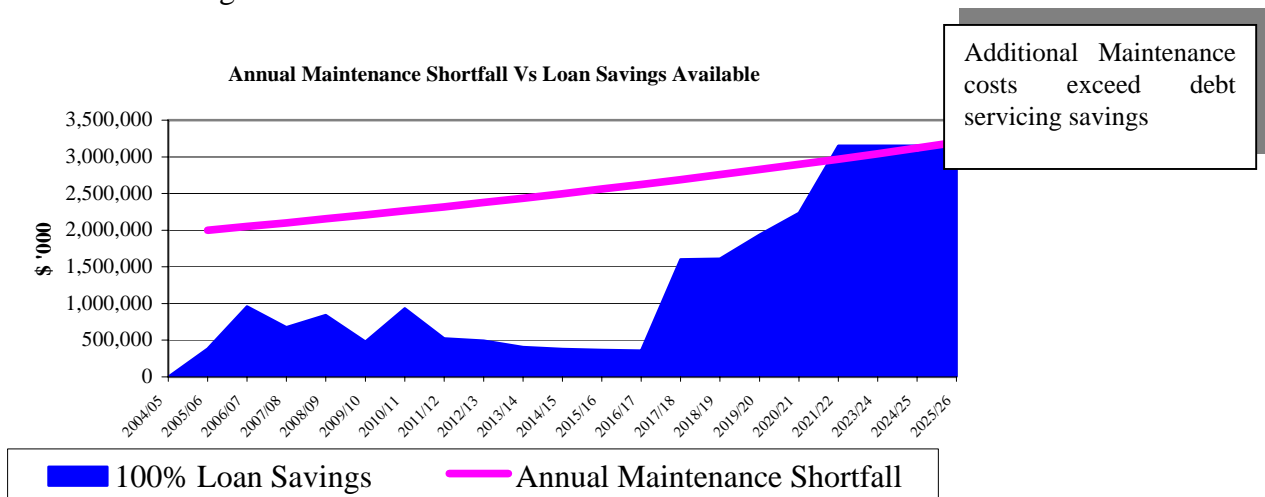
**(i) Debt Savings and additional revenue**

For purposes of demonstrating a funding option for increased road expenditure the \$5.0m/\$2.0m option is explored below.

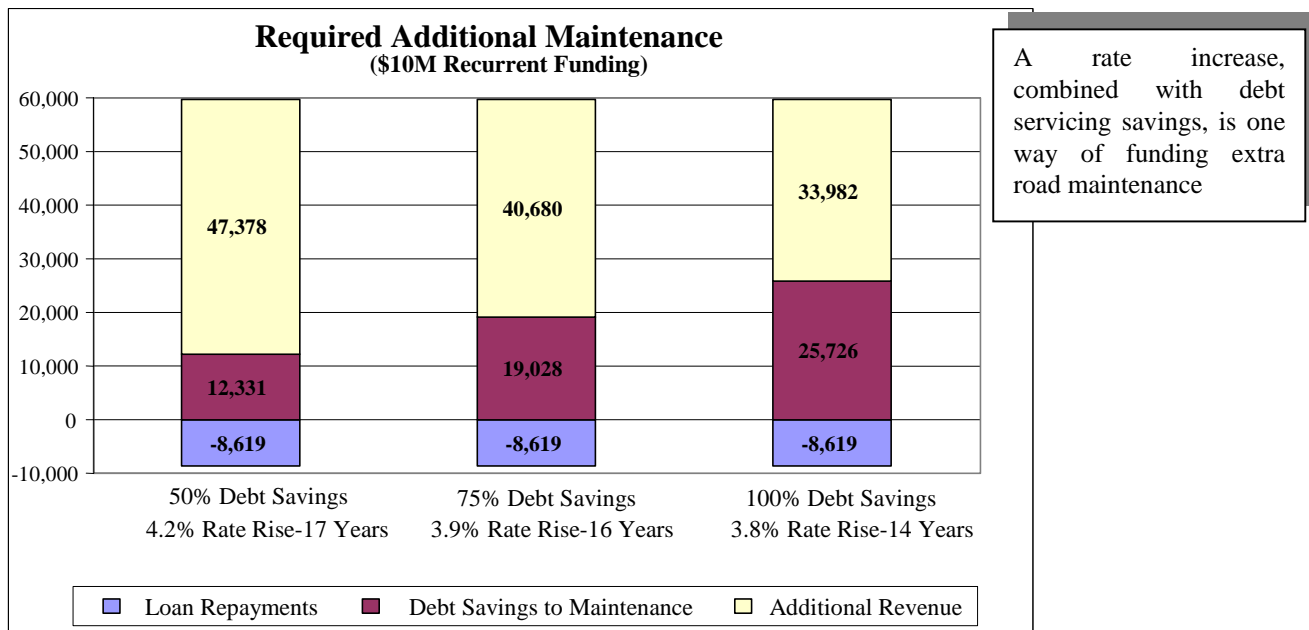
This example assumes:

- A special loan in 2005/06 of \$5.0 million, repayable quarterly over 20 years at a fixed interest rate of 6%
- Annual road funding is increased to \$10.0 million in 2005/06 and increased each subsequent year by the road cost index
- The annual general rate increase covers the annual road funding increase (adoption of the Rate Pegging Task Force’s recommendation by the Minister for Local Government would achieve this)
- The cost of servicing the \$5.0 million loan and increasing the annual allocation is met from future debt servicing savings and an increase in revenue.

Future debt savings alone will be insufficient to cover the additional maintenance costs.



One option to meet the funding shortfall is a combination of debt servicing savings and a special rate increase, possibly supplemented by other income e.g. property development proceeds. The greater the proportion of debt savings directed to road maintenance the less the rate increase.

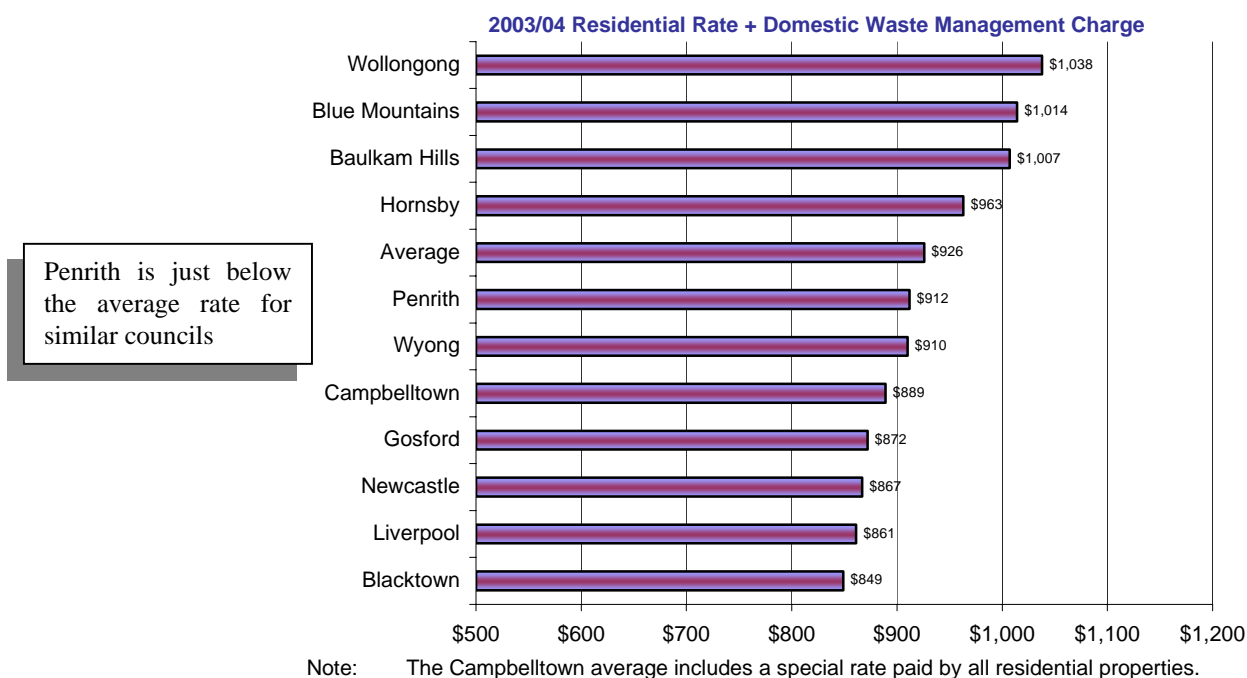


Over the next 20 years the accumulated road-funding shortfall will be \$51.1 million. \$3.7 million (\$12.3M less \$8.6M) of debt savings are available, leaving a gap of \$47.4 million to be funded from alternative income sources if 50% of the debt savings are directed to road maintenance. Under this scenario a one-off rate increase, to apply for 17 years, would be required. After 17 years the value of debt servicing savings is sufficient to cover the funding shortfall.

The cash flow over the next 20 years varies and the difference between what is available and what is needed would need to be carried by internal borrowings in the years when there is a shortfall, or held in reserve during periods of accumulated surpluses.

The above is one example to demonstrate a financial solution to the road-funding shortfall. There are variations to this option, including those that reflect recent changes to rating legislation that allow councils to apply for a special rate increase spread over subsequent years.

When considering the impact of any rate increase it is useful to compare Council's average rate with that of similar councils. The table below does this. For comparative purposes the councils in Penrith's Department of Local Government Comparative Group and Local Government Remuneration Tribunal Category have been used, the latter shown because of regional similarities endorsed by the State Government.



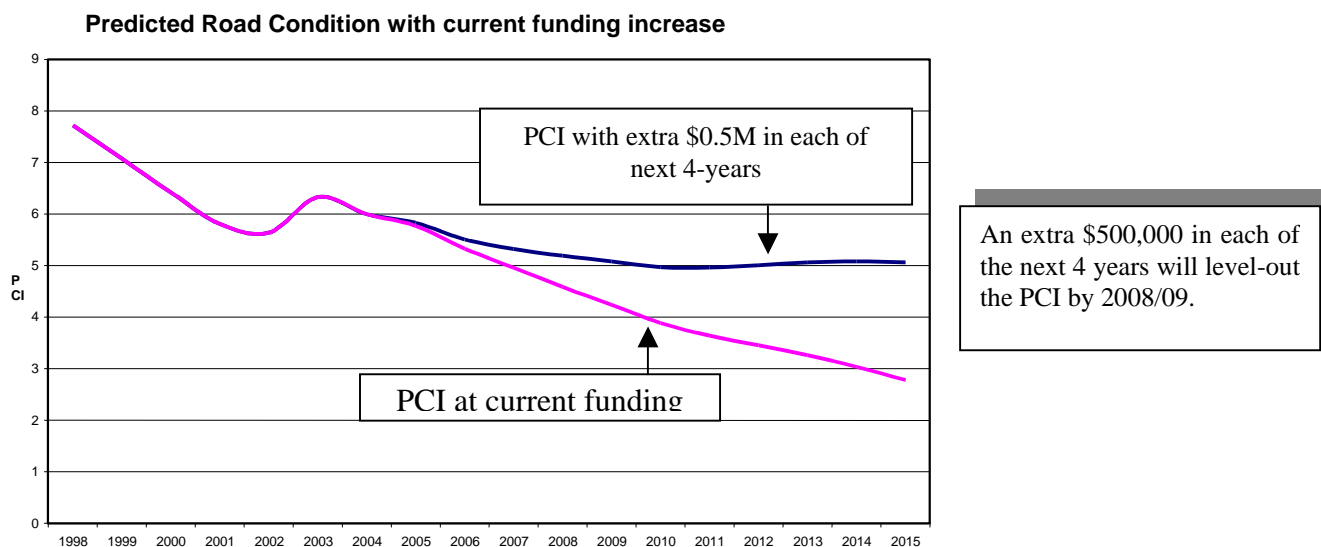
Council is still below the average but a special rate increase could change this, although both Campbelltown and Wollongong received special rate increases for infrastructure spending in 2004/05. Council is about to embark on the development of a new 4-year strategy, one that may require funding for new initiatives. A special rate increase for asset management may 'close out' the potential for additional rate income to pay for other objectives.

**(ii) Debt Savings and Increased Annual Allocations**

A rate increase to pay for better roads, while justifiable, may be less desirable than gradually increasing annual allocations, even if that means some other projects have to be held back.

The annual road-funding allocation could be increased by \$0.5 million (after adjusting for CPI) in each of the next 4 years, reaching the \$2.0 million additional-funding target in 2008/09. As you'd expect the rate of decline of average road-condition starts to level-out and remains constant when the extra funding reaches \$2.0 million.





Traditionally the unallocated budget surplus, after all existing programs are financed, is between \$0.5 million and \$0.8 million. Building up road funding from this surplus will impact new initiatives, especially over the next two years when further debt savings are not available to general revenue.

This is not to say that new projects will have to be curtailed, as the majority of Council’s \$50.0 million capital works’ program is funded from grants, contributions and internal reserves, and the general revenue funding that is directed to the program is built into the base budget. New projects can be added within existing sub-programs. The unallocated surplus is used to expand programs or implement new projects where no other revenue is available for this purpose. As useful as it is, it is small in comparison to the total budget.

The following table illustrates the probable impact on the unallocated surplus if \$0.5 million is added to the roads’ budget in each of the next four years.

Year	Estimated Unallocated Surplus	Debt Savings Available (50%)	Additional Road Funding Allocations	Balance of Unallocated Surplus available for distribution
2005/06	650,000	0 *	500,000	150,000
2006/07	650,000	0 *	513,000	137,000
2007/08	650,000	338,000	525,000	463,000
2008/09	650,000	420,000	538,000	532,000

\* Savings allocated to roads’ budget in prior years.

The balance of the unallocated surplus shown in this table is an estimate based on previous trends. The other half of the debt savings, which is put back into general revenue, has not been included; the surplus may therefore be on the conservative side. Obviously changes to budget items can have a significant effect on this surplus, such as the possible reintroduction of contributions to the local government defined benefits superannuation scheme. Using other funding sources—the Property Development Reserve, for example—to assist with increased

road funding will increase the amount available for distribution to other programs and projects.

A funding strategy generally in line with this approach is recommended. The aim should be to progressively increase the road funding allocation to achieve an accepted average condition within the next four years. Some variations on this option will be presented to Council prior to finalisation of the 2005/06 budget, showing how the funding strategy can be delivered with least impact on other programs.

On current projections the recommended strategy will result in an average PCI for the road network of around 5.0, below what could be regarded as a minimum standard. Completion of the *Civil Asset Construction* service specification will help decide what this minimum should be—different classes of roads may have different minimum PCIs. The funding strategy should be reviewed in 2005/06, when the PCI of all roads will next be reviewed, to ensure the achievement of an accepted standard is built into that and future years' budgets.

Obviously more options need to be developed and discussed to reach agreement on the best way to finance increased road maintenance. What is clear is the need for the increase and a long-term solution.

### **Buildings**

Council owns 229 buildings with a total replacement value of \$171.3 million (30/6/2004). 40% of buildings are over 25 years old.

In 1994 Council agreed to annually increase building maintenance estimates by rises in building costs, provide each year for the cost of new buildings and implement a 5-year catch-up program followed by an annual building renewal allocation. \$200,000 was allocated to building renewal each year from 1998/99 to 2001/02.

A review of building renewal requirements in 2002/03 recommended the then \$200,000 annual allocation be increased to \$600,000 to ensure average building condition remained above 1994 levels. The building renewal budget has been increased by \$150,000 each year from 2002/03, funded from the Property Development Reserve, to now be \$650,000 in 2004/05.

The case to support an increase in building renewal funding was based on industry standards: buildings require an annual financial commitment over their lives of between two and four percent of their initial capital value. Detailed building condition data, similar to that available for roads, has not yet been captured. Suitable software to enable this to happen is being sourced this year.

Collection of this condition data will help determine the right level of funding to be directed to building renewal and maintenance. In its absence the increased renewal budget is generally adequate to take care of any major concerns in relation to building asset management. Continuing to budget for increased building maintenance costs, caused by inflation and the addition of new buildings, also ensures Council keeps up with demands. The service specification for building maintenance should be completed by September 2004 and this too will inform any additional funding requirements.

### **Drainage**

The current value of drainage works is \$115.2 million. Assessments, including audits using CCTV cameras, indicate that the structural condition of drainage is satisfactory. The majority of required maintenance relates to clearing of blockages and replacement of drainage lintels and lids damaged by vehicles.

Although piped drainage systems have a high initial capital cost, the recurrent maintenance costs are relatively low: concrete pipes have a relatively minor rate of deterioration, unless they are placed in highly reactive soils.

Council is constructing a large number of gross pollutant traps through its Enhanced Environmental Program and water quality treatment systems are also being provided in the new release areas, putting increased pressure on resources to clean and maintain these structures.

The capacity to cope with stormwater flows, especially by the older drainage systems in suburbs undergoing in-fill development, is a major focus of the management of council's drainage systems. Council has a policy of new developments having to install on-site detention systems to regulate the rate of discharge from the development to the council drainage network.

The capacity of Council's drainage and water quality systems, rather than their structural condition, is the priority in regard to drainage asset management.

### **Parks**

Parks assets generally fall within two categories: those which are physical assets such as playground equipment, lighting and irrigation systems, and those related to the treatment of the ground surface such as playing fields, gardens and landscaping.

A comprehensive database of all parks and reserves within the City has been compiled and the collection of data on the physical assets within the reserves is nearing completion.

Playing surfaces have undergone construction and improvement and need to be maintained to an agreed standard to meet the users' requirements. Surfaces will be categorised and prioritised to determine maintenance requirements and resources. The cost of asset maintenance for parks is maintenance of both the physical assets and ground surfaces to an agreed specification. External assistance is being utilised to expedite the completion of this task.

### **Conclusion**

Work done over recent years to identify the condition of roads and buildings has resulted in increased budget allocations for the renewal and maintenance of these assets. While the condition assessments for buildings require updating, the current renewal program is considered adequate to deal with any major building renewal requirements. In the case of roads, an additional \$2.0 million is required each year to maintain the network in its present condition.

Debt servicing costs are reducing and the policy of applying these savings to infrastructure maintenance continues. The savings need to be part of a broader strategy to overcome the road-funding shortfall. Several options are available to achieve this, including borrowings to give an immediate lift in the condition of the road network, requiring additional revenue—rates or other income—to service the debt.

Alternatively road-funding can be increased over time to match the agreed road network condition, balancing asset management responsibilities with the need to provide new and expanded services. How this can be achieved will be the subject of further reports to Council in the lead-in to the 2005/06 Management Plan.

## **RECOMMENDATION**

That:

1. The information in the report on Asset Management be received
2. The roads' budget be increased over the next four years to achieve a funding level that maintains the average pavement condition index of the road network to an agreed standard
3. The pavement condition standard be agreed as part of adopting the *Civil Asset Construction* service specification
4. Depreciation to be applied to road assets in 2003/04 be based on forecasts of remaining useful life
5. The adequacy of building maintenance and renewal budgets be reviewed following building condition assessments.



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## **Council's Operating Environment**

### **5 Progress of Council's 2000-2005 Strategic Program**

**36/27**

**Compiled by:** All Directors

**Authorised by:** All Directors

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

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

*To review the progress of Council's 2000-2005 Strategic Program. The report recommends that the information provided be received.*

#### **Background**

The Strategic Plan is Council's principal policy document. As such it contains Council's vision statement and strategic directions for the City.

Council has also adopted a Strategic Program comprising an 'Outcome' which defines what Council wants to achieve in its term. At the next level of detail, the program identifies a small number of Critical Actions which are to be achieved in order to secure that Outcome.

The Strategic Program is of particular importance as annual Management Plans are in essence derived from it.

Due to the change of election date to March 2004, the life of the present Strategic Plan and Program, which were originally adopted to cover the period 2000-2004, have been extended by Council to a five year term (ending in June 2005) and these provide the strategy underpinning the first Management Plan produced by the present Council. Importantly, this arrangement allows Council to author the next Strategic Plan and Program which will become Council's agenda for the rest of its term.

To achieve Council's Strategic Program, accountability for securing particular Outcomes has been allocated to individual Directors in keeping with their broad function areas.

In addition, responsibility has now been allocated to Managers for delivering each Critical Action which attaches to those Outcomes. This has followed an organisational review of accountabilities which was previously endorsed by Council.

The present report reflects the revised accountabilities of Directors for Outcomes and the accountabilities of Managers for Critical Actions which were authorised by the General Manager to commence from 1 July 2003.

The current temporary arrangements for certain accountabilities of the Director - City Strategy to be undertaken by an Assistant Director - Special Projects are also reflected in this review. These functional areas remain under the stewardship of the Director - City Strategy.

### **Commentary from Individual Directors and Managers**

Each Director has provided a commentary in this report on progress, issues and directions within their responsibility areas.

The report is accompanied by a separate booklet which contains a brief assessment by the relevant Director of the status of each Outcome within the 5-year program and by responsible Managers on the status of each Critical Action. This approach provides a higher level and more qualitative assessment than that contained in the Quarterly and Annual Management Plan reports which focus more on operational performance and the delivery of individual tasks and projects.

This approach has in recent years proven its worth in allowing Council to identify the parts of its platform which needed to be given particular emphasis, accelerated or further funded.

The commentary provided can be elaborated by the responsible officer if required.

As previously recognised, these reports can also serve the purpose of contributing to assessment of the individual performance of Directors over the preceding year and will again in that way serve to emphasise that the Directors' principal function is about delivering strategic outcomes rather than managing operational detail.

### **ASSISTANT DIRECTOR - SPECIAL PROJECTS**

#### **The City in Its Region**

The 4-year outcome that "Penrith is recognised widely as an innovative, vibrant and attractive city with an identity distinguishing it from other parts of Sydney" is central to the issue of "Marketing Penrith's Regional Significance".

This proposition has been tested by undertaking market research that compared Penrith with other areas of Western Sydney. The results of the research have provided cause for optimism in that Penrith was seen to have those qualities in comparison to other areas in Western Sydney. The research also showed that Penrith residents generally held their city in higher esteem than did residents of other areas in Western Sydney. This research provides a benchmark that will enable us to measure changes over time.

These results would indicate that the city marketing programmes that are being undertaken, are providing some traction.

Of course, an outcome such as this, is of an ongoing, long-term nature and requires continued effort, reinforcement and refinement of approach, based on the outcomes of the research.

A focus has been developed around promoting Penrith's role as a provider of higher level services to Central West NSW through the development of partnerships between service providers, local organisations and the centres in Central West NSW.

Although in its early stages, the response to these programmes is improving and suggests there is considerable bilateral potential.

Strong progress has been achieved in the development of a Regional Management Strategy as part of WSROC's Regional Vision and Planning Framework and Council continues to participate in a range of other regional initiatives with groups such as GROW Employment

Council, WAHS, PVEDC, WESTIR, Western Sydney Community Forum and Department of Housing.

The Penrith Valley Marketing Centre will not be built and operating during the life of the current plan. Whilst the master plan for the Carpenter's site has not been finalised, as a prelude to building support for funding assistance, the concept of the centre and the changing nature of the way that information is being disseminated needs to be re-assessed in the process of developing the new strategic plan.

### **The City as an Economy**

Council's primary role is that of facilitator in encouraging long-term sustainable local economic prosperity. That is, working with other local players, regional groups and other levels of government to achieve these outcomes.

Council itself has limited influence over the macro factors impacting on employment and local economic development.

Our approach has been to channel our efforts into three broad thrusts:

- Alerting business to the opportunities and advantages that exist for investment in Penrith City Council;
- Nurturing interest and to convert that interest to enterprise and investment;
- Influencing the circumstances that would make Penrith an attractive investment location.

The critical actions relating to the various outcomes within the program are being vigorously pursued. In particular, an environment conducive to business that underpins the program, is broadly in place.

Much effort is directed to working with our economic partners in the City including PVEDC, the Town Centre Associations of Penrith and St Marys, the Penrith Valley Chamber of Commerce and TAFE and UWS, amongst others, to capitalise on the healthy business environment.

Council's initiative in setting up the Penrith Valley Economic Development Corporation is assisting to deliver the outcomes within this part of the Strategic Program.

A particular issue deserving of further attention is Penrith's relatively low proportion of residents employed in knowledge intensive industries that are proving to be significant drivers of growth in modern economies. This issue is shared with Western Sydney generally, with the exception of Parramatta.

There is a need to better understand how Penrith can attract these knowledge workers and firms that employ these workers so we are able to participate in this growing sector of the metropolitan economy.

The WELL precinct is an initiative that offers great prospects to perform such a role in creating a knowledge hub that such skills and firms will gravitate towards.

The planning process for this precinct is proceeding in conjunction with the Steering Committee.



Erskine Park Employment Area is continuing to attract investor interest particularly after the announcement that a link road will be constructed to the M7. Bluescope Steel has signalled their intention to locate within Erskine Park. Having such a well-recognised company is expected to generate additional interest.

Considerable effort is being put into developing a concerted, co-operative approach by members of the local tourism industry to position Penrith as a centre for aquatic recreation and outdoor activity. However, results have been limited. It is clear from research that has been conducted that Penrith is not perceived either locally or at large as a tourism/holiday destination. As such, the level of interest in tourism infrastructure is not high. Penrith Lakes was seen at the start of this current plan as likely to emerge as a significant platform for local tourism developments. However, planning for the precinct and the establishment of a management authority has been somewhat slower than anticipated and has constrained any longer term investment decisions within the precinct.

### **Council's Operating Environment**

The Sustainable Penrith Action Plan has been adopted and efforts are now being directed towards its implementation. The success of the action plan lies in the development of a culture of awareness and leadership within the organisation of the incorporation of the underpinning principles of sustainability into all Council's activities. This will require a concerted effort and commitment by all parts of the organisations to this pivotal program.

Effective communication is being maintained with the community and major city organisations through a structured program of initiatives. As a special project, the Director of City Strategy has been requested to develop an enhanced approach for communication within the organisation and with external groups to take communication with these key constituencies to a new level.

A significant focus of dialogue with city partners recently has been around input into Council's new strategic plan. This has proved to be a most beneficial process for all parties involved giving new, and at times unexpected, insights into consideration of strategic issues around the new plan.

### **DIRECTOR - CITY PLANNING**

Most of the Outcomes and Critical Actions which the City Planning Directorate is responsible for deal with managing growth and its consequences for access and transport, community development, environmental management and the impact it has on the visual quality and character of the City.

#### **Growth Management**

The Minister for Planning, Infrastructure and Natural Resources has confirmed that Council's approach to managing urban growth in the City is consistent with the State Government's expectations for greenfield development in Penrith for the foreseeable future. Protocols have been finalised with government to identify the steps required to be implemented should that position alter.

Discussions are being advanced with the Commonwealth Government on those sites it has declared surplus to determine appropriate future land use arrangements.

Considerable efforts have been directed to a Study of our rural lands and the development of a Rural Lands Strategy which has been adopted by Council. The community have been fully

engaged in our planning process both at workshops and through invitations to submit their views to Council. The development of a new Rural Lands LEP is underway.

Council has approved of a funding package for resourcing the planning of our urban release areas which incorporates contributions from benefiting developers, funding from the Enhanced Environmental Program (EEP), with the balance of funds provided from revenue. Resources have been engaged in the planning and delivery of the new or expanded communities of Claremont Meadows, Penrith Lakes, Lakes Environs, North Penrith, ADI, Glenmore Park and the Werrington Enterprise Living and Learning (WELL) Precinct, comprising Caddens Road, Werrington Signals and the Education precincts.

The government's proposals for major urban releases at Marsden Park and Bringelly have not yet been made public. These proposals will have implications for the City and will need to be carefully assessed when they are exhibited.

### **Access and Transport**

Notwithstanding a number of representations to the Minister for Roads and Transport and Minister for Infrastructure and Planning as well as relevant Government agencies, support for an Integrated Transport and Landuse Plan for the City has not been forthcoming. Although there does not appear to be any questioning of the importance of such a Plan, neither Government funding nor commitment to its preparation or implementation are in evidence.

Such a Strategic Plan is vital to developing an understanding of immediate and longer term implications of growth and the equitable assignment of responsibility for improving our transport networks.

In the absence of such a Plan, we have commissioned an Arterial Road Study for the purpose of gaining and understanding of the road improvements which will be required commensurate with urban growth. The Werrington Arterial is an identified priority within that Study to facilitate access to the University Precinct, Dunheved Employment Area, the ADI site and the Western Sydney Orbital (M7)

This proposal has been pursued with both the Minister and the RTA and, although there has been an acknowledgement of Council's case and some route alignment work advanced, no commitment has been forthcoming for its construction.

A further initiative which Council has advocated is the linking of Erskine Park Employment Area to the M7 Orbital. We have been successful in obtaining Government support to making the corridor for the link road available. A review of the SEPP 59 Employment Land in Blacktown is now being advanced by DIPNR. Council is advancing a route alignment study for the link road.

We have been working with the Department of Defence and RailCorp to secure agreements in relation to responsibilities for the infrastructure needed to support the new station at Werrington. Although negotiations for the agreements are well advanced, the commissioning date for the station is unlikely to be before 2007. These are matters which we are continuing to pursue with the Local Members and more recently, with the Minister Assisting the Minister for Planning, Infrastructure and Natural Resources.

The adequacy of road and transport infrastructure to underpin urban growth is an issue which Council needs to consider in relation to its support to the release and development of Greenfield sites. What is emerging in our planning for the urban release sites is a preparedness of the benefiting developers to contribute a share of the upgrading of transport infrastructure. What is absent, however, is the same commitment from the State agencies. If

it is not corrected, this will potentially lead to inadequate funding of the required transport infrastructure upgrades.

This has been pressed with the relevant agencies, including the Department of Infrastructure, Planning and Natural Resources, who have acknowledged the need for comprehensive infrastructure delivery plans, and in Council's recent deputation to Minister Beamer.

### **Environmental Management**

We have just completed the second of a 10 year Environmental Enhancement Program designed to deliver substantial improvements in the catchment. Our programs will need to be selected with care to ensure that we address a broad natural resource management agenda consistent with the blueprint for the Hawkesbury/Nepean.

A substantial auditing program of the catchment is well underway and when completed will provide us with an informed basis for resource allocation. An interim program of catchment improvements has been introduced utilising previously gathered audit data.

Council was challenged in submissions to the 2002/03 Management Plan to better resource management of the natural environment, with particular emphasis on the completion and implementation of the Biodiversity Strategy and Plans of Management for bushland areas for which Council is responsible. The Biodiversity Strategy has been adopted, and vegetation database for public lands in the City is underway.

Reorganisation of the bushcare function, together with increased funding from the EEP, has expanded our capacity to assist bushcare groups through the preparation of Plans of Management and for the employment of professional bushcare regenerators to assist the volunteers.

Council has been endeavouring for a decade or more to secure the long term conservation of bushland throughout the City. Much of this bushland is in the ownership of the State or Commonwealth Governments. Notwithstanding the support of the Local Members, we have not been able to secure Plans of Management or implementation strategies for the State lands. Clearly, the agencies do not have the resources to effectively manage these large land holdings and we will need to press the relevant Ministers in order to achieve effective management regimes for this bushland.

Council has previously made representations to the Commonwealth Government in support of the conservation of the extensive bushlands on the Department of Defence Orchard Hills site, of which approximately 2/3rds (1400 ha) is included on the Register of the National Estate. Although the Department of Defence has now advised that it will remain on the site for another ten years, they have not responded to our representations about the ongoing management of the land included on the Register of the National Estate. This is a matter we are still pursuing.

Mulgoa and Wallacia are now programmed for sewer provision. The timing for sewerage Londonderry and Agnes Banks appears to be delayed beyond the original commitment and we are continuing to lobby for the project to be brought forward, and we are pressing Sydney Water to be more specific about the date for this to occur. We continue to pursue Sydney Water in relation to the incorporation of Luddenham in the Mulgoa/Wallacia/Silverdale scheme, however there has been no acceptance of this at this point in time.

Council endorsed the Sustainable Penrith Action Plan and a number of its initiatives are already underway. A strong focus will remain on ensuring new development is designed and managed on ESD principles.

## **Community Development**

The PLAN Study has been completed and furnishes Council with an inventory of community infrastructure needs together with an identification of appropriate programs and strategies to respond to those needs. Action plans for facility delivery are now being developed.

Additional resources have facilitated social planning input into the urban release program investigations. Further resources have also been directed to social research and analysis of social disadvantage with an emphasis on the established areas of the City. In this regard the Western Sydney Information and Research Inc were commissioned to assist us in mapping data on social indicators to enable our engagement of other levels of Government in delivering appropriate responses. A review of the direction and scope of future neighbourhood renewal programs in older areas with key partners has commenced and will assist in determining priority needs.

Social planning remains a significant consideration in all new release areas to ensure they develop as safe, cohesive and well connected communities for the future.

## **Visual Quality and Character**

Considerable emphasis and resources have been directed to the management of the City's natural, rural and urban elements to protect the City's distinct character and identity. A successful City Beautification Program has been in place for a number of years, although this in large measure has been confined to high exposure sites within our urban area. Amplification of this program to other precincts within the City in order to give effect to the intent of the Strategic Plan will necessitate additional funding.

A Landscape Strategy for the City is being developed and will guide not only our own enhancement programs but will assist in guiding Government and other significant land owners in enhancing their properties. Developing the Strategy is an extensive task and the present approach therefore is to develop precinct responses on a priority basis. This work will extend over next year.

Support of the Local Members to facilitate enhancement programs for State and Federal Government-owned properties will be fundamental to achieving this outcome and we continue to seek that commitment.

## **DIRECTOR - CITY OPERATIONS**

### **Asset Management**

Asset Management is a key focus in Council's current Strategic Plan. Funds have been committed for substantial increases in road maintenance, building asset renewal, and parks and drainage maintenance.

However, even with these significant funding increases, a major address to Asset Management is required to provide a long-term sustainable model for funding to enable assets to be brought to and maintained at an acceptable standard. Central to this is the development of an overall asset management strategy. The strategy will not only need to address the management and maintenance of existing assets, but also those new public assets delivered through Council's programs and future private development.

A review of Council's asset management systems is also required. A scoping study has been undertaken of the existing systems as well as the identification of future systems

requirements. The result will be a comprehensive upgrade of asset management systems as part of the corporate systems and procedures program and the integration of asset management systems with other Council systems, e.g., financial systems, mapping systems.

#### Road Network

Penrith City Council is responsible for the management and maintenance of an extensive range of civil infrastructure including roads, drainage systems, footpaths/cycleways, carparks, kerb and gutter, pedestrian laneways, bridges (road and pedestrian), traffic facilities, signs, and linemarking.

The audit of Council's civil assets has been completed and is being continually updated as new roads are created from development activity and passed over to Council. The assets database is continually upgraded with regards to its current condition.

The largest civil asset to be maintained is the road pavement. The road pavement data is stored in the SMEC Pavement Management System (PMS). The PMS has a number of condition ratings built into the system to enable the determination of the current condition of the road pavement and also to predict future conditions based on various funding scenarios.

Council is responsible for over 1,000 kilometres of local and regional roads (approximately 7,874,000 square metres). The road network has increased in length by approximately 70 kilometres (approximately 442,000 square metres) since 1994/95.

The total replacement value of the roads, bridges, and footpaths in today's dollars is in excess of \$540,000,000. Due to the natural deterioration of the assets and the previous levels of maintenance expenditure, the current written down value is approximately \$244,780,000 or 45% of the total replacement cost.

However, since 1995/96 Council has committed itself to increasing the allocation of funds for road maintenance, especially in the area of preventative maintenance. Funding has increased from approximately \$4.2 million in 1995/96 to approximately \$8.0 million in 2003/2004.

Although this has been a significant increase, it is still not high enough to prevent further deterioration of the road network, although it has resulted in a decrease in the rate of deterioration.

As at June 2004, the state of the road condition was summarised as 41.4% Good; 33.1% Fair; and 25.5% Poor. The predicted average Pavement Condition Index (PCI) of the road network as at June 2004 is 5.62.

Various funding scenarios have been developed for improvements to the road pavement condition, including the effect of "once-off" injections of funding. The results of these scenarios have shown that the initial benefits of a "once-off" injection are quickly lost, without an increase in the annual recurrent allocations for road maintenance.

For example, to achieve a PCI of around 6.5 (a minimum acceptable level) a "once-off" expenditure of \$2.5 million and an additional \$2.0 million each year is required. A PCI of 7.2 requires a \$5.0 million injection followed by an extra \$2.0 million annually. This would take annual road expenditure from \$8.0 million (the current base level of funding) to \$10.0 million.

#### Other Civil Assets

The Asset Management Department developed a process of annual and quarterly inspections to assist in the determination of the condition of all civil assets. This included the introduction

of AusSpec #4 Road Reserve Maintenance System in 2001. For each maintenance activity an intervention level and response time was set within the limits of existing resources.

The process has identified that for repairs that meet the adopted intervention levels there is approximately a 2.5 year backlog of kerb and gutter repairs and a 2 year backlog of path paving repairs, at an approximate cost of \$982,000 and \$820,500, respectively. The expenditure in 2003/2004 on routine maintenance repairs for kerb and gutter and path paving repairs was \$390,000 and \$455,000 respectively.

#### Traffic Management (including Road Safety)

The road network and carparks continue to be monitored to identify locations requiring safety and traffic calming treatments and further investigation. These are referred to the Local Traffic Committee where appropriate. The Committee meets 10 times per year on a monthly basis. The LTC continued its ongoing coordination role for issues related to road safety, including commentary on development applications and road designs. Funding applications are submitted on an annual basis to the RTA and Commonwealth Government to assist Council in addressing improvements to the safety of the road network.

The 2005/2009 Penrith Valley Road Safety Strategy has been prepared and adopted by Council. There has been ongoing implementation of existing road safety programs including FARM Fatigue, Graduated Licensing Scheme Workshops, WSROC Drinksafe Program, Speed Prevention Program, Responsible Driver Program, Safer Schools Program and continual support of RTA regional road safety programs.

#### **Buildings**

Council's Asset Management Strategy for buildings requires a current condition audit to be carried out on all building assets. A Building Condition Assessment System currently in use at other Councils and government agencies is being assessed and it is expected that the condition audit and an estimate of value to bring Council's buildings to an accepted standard will be able to be produced before the end of this year.

Funding has been increased in the current budget to \$650,000 for the Asset Renewal Program. This program provides for the ongoing upgrading and replacement of major building components. Works completed to date include external & internal painting at various community halls, refurbishment of timber floors, upgrading of public toilets and the refurbishment of amenity buildings. A further \$1.9 million is spent yearly on day to day maintenance and service contracts to maintain plant and equipment such as air conditioning, lifts, fire safety equipment etc. Cleaning, security and graffiti removal costs a further \$1.2 million.

New building projects completed include:

- i) Additional amenities building at Tench Reserve
- ii) New amenities at Allen Place
- iii) Before & After School Care facility at Glenmore Park

Construction is well underway on the extensions to the Joan Sutherland Performing Arts Centre with work due for completion in June 2005. Tenders have also recently been called for a new Neighbourhood Centre at North St Marys.

As part of Council's commitment to sustainability, Council entered into an Energy Performance Contract for the Civic Centre and Queen St Centre. This program has been in place for over eight months and significant savings in energy and dollars have been achieved in excess of the projections.

## **Parks**

The parks asset inventory, a large undertaking, should be completed by the end of 2004. At the same time, external assistance is being utilised to examine parks maintenance practices and determine realistic intervention levels for parks maintenance and to provide the platform for the parks service specification which should also be completed this year. This then should provide information on the resources and funding requirements for the parks operation now and into the future.

The impact of Glenmore Park where the developer is still undertaking a significant proportion of the maintenance works and other pending release areas needs to be taken into consideration.

A two-man bush care maintenance team has been created which will primarily work in areas where there have been Plans of Management prepared such as Tench Reserve and Werrington Creek. The team will undertake work according to specified bush care principles.

Consultation with the numerous sporting bodies has been refined and the Penrith Valley Sports Foundation has assisted in improving communication between Council and sporting associations. The Foundation operates as an incorporated entity and gives special recognition to some of the City's more talented athletes.

A review of the roles and functions of the Parks Supervisors has been carried out who will be known as Parks Asset Co-ordinators and changes in current work practices, including the need for improved reporting, will ensure that supervisory staff are well placed to meet the new challenges. The new position of Parks Co-ordinator, reporting to the Parks Manager, has been advertised and the incumbent will assist with the increasing demands of the operational activities of this section.

Penrith has experienced more of its share of extreme weather events. For two years in a row the City has been declared a natural disaster area due to severe wind storms. The clean up after these storms involved nearly all Parks staff for several weeks. The drought has still not released its grip on the Sydney region requiring major changes to work practices. With little or no water available to irrigate sporting fields and gardens, staff have had to look at different ways and methods to manage open space areas.

## **Waste Minimisation and Management**

The new Waste Avoidance and Resource Recovery Strategy prepared by Resource NSW identifies two key outcomes to achieve waste reduction to landfill. They are:

- Avoid and Prevent Waste with a target to hold level total waste generated for the next five years; and
- Increased Use of Renewable and Recovered Materials with a target to increase recovery and utilisation of materials from the municipal sector from the current 26% to 66% by 2014. There is an outcome in the Management Plan "Resident and business waste to landfill is reduced".

The above outcomes and targets can be achieved if we continue with our current strategy and bin system for garbage and recycling services and send our garbage for processing and treatment at suitable facilities. Green waste services and other domestic waste service options will be considered when tenders are called at the expiry of the current waste service contracts in mid 2007.

The new waste treatment facility at Eastern Creek is due to be completed for commissioning in early September 2004. This facility is projected to divert 80% of all waste from landfill and utilise that waste for energy production and further resource recovery. Council's staff are negotiating with Waste Service NSW to be a part of the commissioning program for this facility.

The introduction of the smaller 140 litre mobile garbage bin (MGB) has increased with some 1,231 bins in use. Additional financial incentives have been introduced for 2004/2005; i.e., providing a 140 litre MGB and two recycling bin service for the same cost as a one 240 litre MGB and one recycling bin service. To date, only a small number of residents have taken advantage of this service.

An enhanced recycling program where plastics Categories 1-7 will be able to be recycled will be introduced in July 2004 following negotiations with the recycling contractor and VISY.

Council was a finalist in the Steel Can Recycling Awards 2003, receiving a Highly Commended Award for innovation in waste education and collection programs encouraging householders to recycle steel cans.

Promotion on composting, worm farming, waste reduction and recycling programs were held at local schools, community groups, Council's Open Day and local festivals.

Numerous education programs have been conducted throughout the year to reduce litter in the environment, including involvement in local and regional "Don't be a tosser" programs.

#### Sullage

Amendments to the Local Government Act, effective 1 July 2004 prohibit the opportunity for Council to subsidise the collection of effluent from residential premises through the Domestic Waste Management Charge.

Council has resolved that the subsidy should continue from general rate revenue. A request for a rate increase was submitted to the Minister for Local Government and approval granted. A decrease in the Domestic Waste Management Charge has been provided to off-set the increase in the general rate.

#### Ranger & Animal Services

Increasing requests from the community to control the illegal parking of heavy vehicles in residential areas has resulted in an increased response by Council Rangers. Considerable consultation has been held with drivers of such vehicles and, where necessary, Penalty Infringement Notices have been issued for breaches of regulations.

The Rangers are also actively engaged in the removal of billposters, enforcement of littering legislation, removal of abandoned motor vehicles, patrols of Council's parks, reserves and buildings.

The Rangers also provide a public relations role at civic functions and events. The Rangers respond to issues by attempting to educate and change behaviour rather than issuing infringements in the first instance.

Contractual arrangements with Hawkesbury City Council for the operation of companion animal impounding services came into effect on 1 October 2002 and the service continues to operate satisfactorily.



The Companion Animals Strategy was adopted by Council in 2002/2003 and is being implemented with programs and actions to heighten the community awareness of companion animal ownership.

Companion animal education programs in 2003/2004 have including promotion of responsible companion animal ownership on Cool County FM Radio, "Operation Cat" and the distribution of "Pooch Pouches" (this program will continue in 2004/2005).

#### RID Squad

In December 2002 Penrith Council commenced project management of the RID Squad on behalf of the five other member Councils and the Department of Environment & Conservation (formerly Resource NSW).

The RID Squad continues to be successful in the identification of illegally dumped waste throughout Western Sydney.

#### Emergency Services

Whilst the Penrith City Disaster Plan has been updated to reflect contemporary standards, a risk management assessment of emergency management issues is being undertaken. This assessment will provide documentation and evidence to support the emergency services in their preparation, planning and response to potential emergencies in the Penrith local government area.

The regionalisation of the Penrith, Fairfield and Blacktown Rural Fire Service has continued and whilst some issues have arisen, these are being addressed through consultation with the partners in this Zone.

The 2003/2004 year was relatively quiet for the Penrith Rural Fire Service.

New extensions to the Penrith State Emergency Service were opened in March 2003. these extensions have provided the local State Emergency Service with modern facilities that have assisted them in their response to local storms that were experienced in the latter part of 2003.

### **Council Development**

The master plan for the former Council Chambers site being prepared by the NSW Government Architect is nearing completion. A number of proposals have been examined and it is intended to prepare a set of development principles for the site which a prospective developer must consider when preparing a development proposal for the site.

It is expected that the State Government will call for Expressions of Interest shortly for the supply of approximately 5,000 square metres of office space in Penrith.

At its last meeting the Carpenter Site Development Working Party agreed to inspect a number of sites within the Sydney area to assist in determining appropriate uses for the Carpenter site. The new Councillors have been provided with copies of the relevant material and it is intended that this project be progressed shortly.

A consultant has been engaged to assist with investigating development proposals for the Great Western Highway site at Kingswood. Meetings with the general public and local residents will be held shortly.

## **Community Safety and Neighbourhood Renewal**

The first major review of the Penrith Valley Community Safety Plan since its adoption in 2002 has been undertaken and the report has been completed providing full documentation of strategy development, implementation and where possible, evaluation conducted to date.

Highlighted in the report are a number of key Community Safety achievements that demonstrate the strength of the close working relationships that have developed through the collaborative approach of the Penrith Valley Community Safety Partnership. Some of the more prominent projects undertaken and progressed during the past 12 months have included:

### *Key Area 1 – Personal Safety*

A community safety information stand focusing on the provision of information on Domestic Violence has now been installed in Penrith Plaza. The stand provides valuable, easily accessible information to people seeking resource material on Domestic Violence issues.

Supporting this valuable community resource is the development of a Regional Domestic Violence Website. This strategy is being developed by representatives from Hawkesbury, Blue Mountains and Penrith Local Government areas. The DV website will be launched by the Mayor on 12<sup>th</sup> August 2004.

These two projects have been funded by the NSW Attorney General's Department under the Safer Communities Compacts Grants scheme.

### *Key area 2 – Antisocial Behaviour*

The HOST'S Pack continues to be distributed across the local government area to people using the pack to plan and host local functions. The primary message promoted by the package is "awareness raising" of issues that can sometimes impact negatively on parties. Information and resources will promote that, with some pre-planning, people can host safe and enjoyable events.

### *Key area 3- Fear of Crime*

#### *Young people in rental accommodation*

A major initiative in this area has been the development and distribution of an information package outlining tips to improve safety and security for young people in rental accommodation. This resource has been well received by local Real Estate Agents, Local High Schools, Youth Services and the local Centrelink office.

### *Key area 4 – Issues Effecting People and Places*

A range of representatives will be participating in a project also funded by the NSW Attorney General's Department examining the tensions in the use of public space that exists between young people in Penrith and the Penrith Plaza Shopping Centre. This project is supported by a wide range of organisations including Lend Lease who have committed their full support to the project and the development of a Shopping Centre Protocol.

Cranebrook Town Centre – Sharing the Public Domain, is another project funded by the NSW Attorney General and this is a youth outreach project aiming to engage with young people who use the Cranebrook Town Centre that have not been engaged via the existing networks in the consultations during the development of the Master Plan for the Town Centre.

*Key Area 5- Theft of or from a Vehicle*

The Park Smarter project is an annual program, targeting car parks in Penrith & St Marys. Conducted in conjunction with local Police, a range of material promoting the Park Smarter message is distributed to commuters reminding them to lock up and remove all valuables from their vehicles. Penrith & St Marys residents will now be familiar with the Park Smarter signage placed in CBD car parks. This project will be continually extended to include all public car parks across the city.

*Recent Projects*

- A recent key development was the launch of the Walk Wise project that will address issues of assault/robbery on students walking via the Millennium Walkway, Chapman Gardens between Kingswood Railway and the University of Western Sydney. This awareness-raising project provides personal safety tips for pedestrians to assist in protecting themselves and their property.

This project is an example of local partnerships being continually expanded to include new stakeholders and in the case of this project, The Transit Police and the student body from the university.

- A senior's web page has recently been installed on Council's home page.
- Ongoing investigations of anti-graffiti strategies continue to be explored across the City.

*Neighbourhood Renewal*

This program works closely with local neighbourhoods to identify service gaps and needs, promotes community ownership and enhances the amenity and appearance of the neighbourhood. Council has adopted three initial areas for the Neighbourhood Renewal Program.

*Cranebrook*

A master plan has been developed and adopted by Council following a public exhibition period. A detailed civil design plan and lighting concept plan have been developed, and the first stage of the master plan has been implemented.

*Werrington/Cambridge Park*

A number of workshops have been conducted to assist in the development of the strategic plan for the area. The strategic plan identifies a range of issues addressing social needs and public domain enhancements.

*North St Marys*

Tenders have been called for a new Community Centre to replace the old North St Mary Community Hall in conjunction with local stakeholders.

*Local Shopping Strip Improvements*

Improvements were completed at Victoria Street Shopping Centre at Werrington. Improvements to the local shopping strips in Oxford Street, Cambridge Park have also recently been completed.

## **DIRECTOR - CITY SERVICES**

The Directorate of City Services has a number of primary functional areas:

- Workforce Development
- Executive Services
- Information Technology
- Information Management
- Cultural Services
- Social Justice Services
- Children's Services
- Legal Services

Children's Services programs and operations are focussed towards promoting and supporting families and children to enable them to contribute to the economic and social well-being of the City. Engaging with the community and all levels of government to remain focussed on the strategic direction remains a strong goal.

The Cultural Services area has a focus of raising the City's cultural profile. Current initiatives are centred around enhancing/extending the City's principal cultural facilities together with ongoing development of international cultural relationships.

Social Justice is about Council assisting change (often with others) to make sure that all people in the City have equitable access to social services and facilities. Council is committed to the principles of social justice and strives to ensure that everyone has the opportunity to fully take part in their community.

The remaining Directorate functions are all geared toward resourcing, leading and working with others (internally and externally) to assist the organisation to effectively deliver the agreed program of local government for the City. There is an emerging indication that these 'back of house' support functions (notwithstanding efficiency gains from the introduction of emerging technologies over the years) are now undergoing resourcing challenges in some areas. This is seen to be so as a consequence of incrementally increasing workloads and outputs from other master program areas of Council over the past ten years or so. A focus of attention will be required in this area in the time ahead. The following comments highlight key focus areas being addressed by the Directorate together with some emerging issues across Directorate responsibilities.

### **Children's Services**

The Penrith City Children's Services Co-operative continues forward in the task of managing Council's Children's Services direct services operations. The Co-operative is forming strategic directions for the next few years. This will help to inform Council's budget process. A centralised financial model is now operational and is providing enhanced benefits to the overall service. There are some emerging resourcing issues to be addressed to enable the Co-operative to function as effectively as possible.

Council's successful Traineeship Program (with TAFE) across the majority of Council's centres continues to add value to the overall program. The rebuilt Glenmore Park B & A Service is now operational and is achieving encouraging utilisation rates. An emerging challenge in the years ahead will be to ensure centre compliance with changing legislative requirements across all facilities.

Encouragingly, most categories of Children's Services are on track in terms of utilisation rates. Some fluctuation continues to be experienced with B & A and the Mobile Pre-School which is consistent with the nature of these services. Customer satisfaction rates measured through surveys are exceeding targets. Affordability of access to Children's Services is an ongoing issue for the Co-operative. A continuing position for Council is to vigorously advocate and lobby for appropriate government support of Children's Services fee structures and improved funding distribution and levels at every opportunity. This is ongoing. The lack

of a National planning framework is also impacting on supply and demand factors for the service.

Demand continues to grow and waiting lists increase steadily in many suburbs. Ongoing issues are the provision and cost of places for infants and pre-school users and also the provision of funded OOSH places in new suburbs and where service gaps exist. The Out of School Hours Bus Fleet Replacement Program is well underway as a result of a loan provided to the Co-operative by Council. This program will see all of Council's OOSH services having access to a fleet bus to enhance their service. Children's services continues to be provided by Council to assist family employment choices and to maximise children's potential. At this time Critical Actions are on target in meeting the challenge of planning and providing for the needs of children across the City.

### **Workforce Development**

The Department, as does the Directorate, operates in an environment of constant change. Council values highly the people who work for it and accepts an obligation to provide them with a safe, secure and satisfying workplace to be treated equitably and with respect and to be appreciated and rewarded. The strategic focus has been across several primary areas, namely, implementation of the Salary System, the ongoing development and implementation of an integrated Human Resource/Payroll System, ongoing delivery of the organisation Training Plan with an increasing emphasis on safety training and the development of a Workforce Development Plan.

A Workforce Development Plan supporting the strategic objectives of Council has been endorsed by Council and is being implemented across the organisation. This plan will greatly assist the provision of an effective workforce development framework in anticipating workforce needs. The key Critical Actions contained in the plan are:

- Provide a safe and equitable workplace
- Promote and support a learning culture by matching staff skills to Council's needs (and providing appropriate resources)
- Provide an effective Workforce Development framework
- Maintain a flexible, harmonious and productive workforce

Given a large and diverse workforce, workplace safety remains an ongoing challenge. Enhanced workplace rehabilitation programs are ongoing. Given increasing insurance premiums, the need to continue to improve organisation practices in these areas is required. The revised OH&S Systems and Procedures document that actively involves all departments is now delivering organisational benefits.

To better assist the provision of an effective workforce development framework, a greater focus across the organisation in the completion of Employee Performance Planning and Review booklets has been achieved. There are identified slippages in some areas and a renewed focus will be brought to correct this. Closer examination of staff performance results will be a future focus. Emphasis has also been placed on enhanced reporting systems through the EMPOWER information system to achieve this over the next two years. A diverse organisation training program has been provided and will be focussing on improving the approach to collecting and analysing training needs. A Management Development Program will be a focus area over the next two years. Safety training continues to be an important focus.

Council's EEO Management Plan has been evaluated. This indicates there is equitable access to training for all staff. At present there is a relatively equal total distribution of male and

female employees across Council. The conduct of an EEO survey to identify participation of members of other target groups will be a focus of the future.

With the exceptions mentioned above, all other Critical Actions are on target and ongoing. All outcomes are focussed on Council having a flexible, skilled, motivated, responsive and valued workforce in place all within a harmonious employee relations climate.

### **Executive Services**

It is recognised that the increasing demands over recent years on Councillors' available time has presented challenges in enabling Councillors to effectively carry out their many and varied responsibilities. It is felt that strategies have been introduced that are realising the better management of Councillors' time. Further refinements are planned to be made in this area.

A number of completed functional reviews (Code of Meeting Practice, Local Newspaper Advertising, Delegations, Business Paper System) and the implementation of recommendations from those reviews continue to ensure that the organisation is receiving maximum value across those areas. Planning for the introduction of a new Business Paper system over the next period is well advanced and will bring overdue improvements in this area. Council's Local Newspaper Advertising Contract has been extended. This strategy has proved to be a very good cost effective service for Council and continues to effect savings for Council in the lodgement of its advertising.

An effective level of support was provided to the State Electoral Office to ensure the smooth conduct of the Local Government Elections. As the City develops, there is an escalating number of civic events and programs that require good management and co-ordination. This program continues to be delivered to a high standard.

Council's emerging community participation/public consultation focus will impact on this area of the organisation. The facilitation of this important area will be considered in the time ahead. Managing Council's meeting program and processes and providing agreed support to Councillors has been achieved and is ongoing. In general, all Critical Actions are on target and ongoing.

### **Information Management/Technology**

These Departments, along with others in the organisation, are now focussed on strategies to optimise the performance of existing systems and to identify any existing or emerging system that will add value to the organisation. There is a concentration on positioning the organisation to ensure that the right procedures and systems are in place to ensure the delivery of Council's program to the City. Ongoing effort is being given to addressing and implementing the recommendations from the IT assessment and review. These are in the main on track.

An Information Strategy has been endorsed by Council. The strategy is a contemporary response to the expanding scope and complexity of the organisation's management of information and implementation of support processes and systems, business software applications and technology infrastructure. A particular focus of the strategy is being directed to having in place the technology infrastructure required to enable Council to provide secure on-line services.

Fundamental to the strategy is the recognition of distinct roles and responsibilities for the areas of Information Management and Information Systems in addition to Information Technology. In response to these new roles and responsibilities separate but closely interrelated plans of action have been prepared to guide the management of information,

systems and technology. There is identified slippage (as a result of insufficient resourcing) to complete a detailed assessment of Council's business software applications and other information systems. This is an important component for Council to have in place integrated support technologies.

Council's Document Management function continues to be based on labour intensive manual processes. Increasingly, communication and information are now in electronic forms. The current system requires that these forms be converted to hard copy and then placed on physical files.

The volume of documents is increasing and exacerbated by the increase in use of new communication modes such as e-mail. An ever-increasing volume can result in increased errors and a reduction in timeliness. The organisation is experiencing limitations with the present manual systems.

Council's approved transfer to an Electronic Document Management System will produce an integrated and consistent approach to the handling of information for the organisation. Preliminary implementation of this major organisational system has commenced. This new approach to Information Management will be one of the largest change management challenges this organisation has faced.

The implementation of the e-mail archive has been positive (all e-mails are now archived and can be recovered when needed). The intranet/internet development continues with the site design completed and content being converted (a major workload). Launch is anticipated later this year.

In terms of Council's Geographical Information System, current developments are focussed on introducing new data layers – vegetation, contours and aerial photographs. The practical results of these 'back room' efforts are now evident.

In terms of providing information and education, Council continues to deliver enhancements to an excellent public library service. A continuing focus is the development of on-line services as well as extending the traditional hard copy lending and research services. Each branch Library has been re-organised as an outcome of the Library Services Review. Consultant advice has assisted in making each Library more attractive. Work has also been carried out to match each branch collection to current demographic and usage patterns. This has resulted in improved usage at each branch Library.

Section 94 contributions toward increasing the book stock is now having a positive impact. Increased loan figures are now evident. Usage of electronic services continues unabated. Revenue from internet usage is significant.

Research capture continues to be developed with the Information Librarian taking on a co-ordinating role for the whole organisation. The Information Management System will become a key tool for this function. The application of knowledge-mining tools will support the retrieval of information from the vast data pool stored in the Electronic Document Management System.

The time ahead will focus on developing plans to lead to the effective management of Council's information to ensure all customers (internal and external) have access to complete timely and accurate information to facilitate their activities. Technological change, statutory requirements and the escalation of electronic communications are increasing challenges for Council to effectively manage.

### **City Cultural Profile**

The City's cultural profile continues to be raised. The Joan Sutherland Performing Arts Centre Extensions Project continues ahead. Construction for this exciting project is well underway. Focus in the time ahead will be toward change management and the structures/arrangements that need to be in place to ensure the expanded facility has the best platform to realise the significant opportunities the extensions will provide.

The Board of Penrith Regional Gallery continues to form strategic directions for the Gallery's expanded operations. Funding and management arrangements between Council and the Gallery Board are all but finalised. There is identified slippage in intended progress with the Gallery Extensions project and also the Penrith Valley Community Arts Precinct project. These matters will be addressed in the next period.

The Penrith Valley Community Arts Precinct development will be progressed this year through consultation with community cultural groups. Further, there is a Critical Action in the current management plan that will see the development of a cultural plan for the City in this period.

### **Social Justice**

CDSE, WSAAS and CAP funding programs continue to deliver positive outcomes across the City as a result of project funding. Ongoing partnerships are in place to support and develop a wide range of community programs across the City. A review of Aged Accommodation Services across the City (and Council's role within those types of service) is underway. This review is expected to inform/influence Council's ongoing involvement in this area. The levels of community use of Council's neighbourhood centres and halls continues to be of concern. Initiatives to address this matter are ongoing.

The PLAN Study will assist in identifying the adequacy of services and facilities. The progressive implementation of outcomes from Council's Disability Action Plan is increasing the level of service provided to the community. Council's Access and Equity Policy has been finalised and once implemented will also assist the level of service to the community.

### **CHIEF FINANCIAL OFFICER**

Council continues to maintain a sound financial position, evidenced by an unqualified audit report in 2002/03 and its 'AA' rating issued by Standard and Poors. The trends and indicators that reflect good financial performance continue and the 2003/04 financial reports are about to be audited.

The development of the first stage of the improved long-range financial plan is nearing completion. The plan will test the impact of today's decisions on future budgets and model the financial commitments necessary to deliver the new Strategic Program. Whole-of-life asset costing will be an important component of the plan.

The capacity to finance major projects and take advantage of opportunities as they arise continues to influence financial strategy. Future years' debt servicing savings, for example, have been used in advance to lift asset maintenance expenditure; the Property Development Fund supports many key projects including, more recently, the JSPAC extensions; and the introduction of a Sustainability Revolving Fund, used to kick-start the building efficiency program, is an example of an innovative funding solution to a highly beneficial proposal.

A funding strategy for asset management is the subject of a separate report to tonight's meeting. Essentially the plan is to continue the emphasis on increasing infrastructure asset maintenance budgets to improve, or at least maintain, the service standard of those assets.



The development of an asset utilisation and disposal strategy will be a priority in 2004/05, including a review of property holdings and buildings' utilisation.

The timetable for the services specification project has been revised to reflect other projects that have caused delays in the completion of some specifications. Most of the services that Council provides have been documented at their current standard. The next stage will extend this to the preferred service standard and a cost, or saving, will be attached to any desired change. Customer surveys are helping determine the preferred service standard. In future budget project evaluations will reference the preferred standard for the service that is supported by the proposed project. An improved set of performance indicators for services has now been implemented. The services specification project is progressing well. Most of the services that Council provides have been documented at their current standard. The next stage will extend this to the preferred service standard and a cost, or saving, will be attached to any desired change. Customer surveys are helping determine the preferred service standard. Several improvements to the documentation that is used to assess which new projects will be included in the budget have been made. In future this documentation will reference the preferred standard for the service that is supported by the proposed project.

All Council services are being measured against established risk management principles that show how well each service is managing its assets, providing for the safety of its staff and protecting the people who receive the benefit of that service. Where weaknesses are revealed, a lack of documentation for example, corrective action is taken. So far priority has been given to the high exposure areas, such as asset management, parks and building approval. Measuring the success of this effort is not easy but in recent times there have been reductions in the number and cost of claims for property damage, public liability—although new laws have also had an impact here—motor vehicle accidents and workers' compensation. Membership of Westpool also ensures that Council is implementing up-to-date and effective risk management practices.

All Council services are being measured against established risk management principles that show how well each service is managing its assets, providing for the safety of its staff and protecting the people who receive the benefit of that service. So far priority has been given to the high exposure areas, such as asset management, parks and building approval. In recent times there have been reductions in the number and cost of claims for property damage, public liability, motor vehicle accidents and workers' compensation. Membership of Westpool also ensures that Council is implementing up-to-date and effective risk management practices.

The overall operating effectiveness of the organisation has been assisted by changes to the levels of accountability for Managers and Directors and the establishment of Master Program Teams to better co-ordinate the organisational responses needed to deliver the Strategic Program. Research into future organisational responses is underway as part of the development of the next Strategic Plan.

## **Conclusion**

This report is the first Strategic Program progress review provided to the present Council. It is also of particular significance in that Council will shortly be undertaking its review of the Strategic Plan and setting strategic directions for the future of the City.

In this light, the Directors' report on the progress towards achievement of each Outcome in Council's present Strategic Program and the discussions of major issues and challenges which are highlighted in their commentaries is a key input in the preparation for Council's formulation of its new Strategic Plan and Program in coming months.

**RECOMMENDATION**

That the information contained in the report on the progress of Council's Strategic Program be received.



## Council's Operating Environment

### 6 Council's Code of Conduct

750/23 Pt 4

Compiled by: Stephen Britten, Legal Officer

Authorised by: Stephen Britten, Legal Officer

**Management Plan 4 Year Outcome:** *Effective corporate governance has been maintained.*

**Critical Action:** *Undertake effective local government.*

#### Purpose:

*To review the clause in Council's Code of Conduct relating to dealings in land and to provide information about the Department of Local Government's model Code of Conduct. The report recommends an amendment to the Council's Code of Conduct.*

#### Background

Council has been required to have a Code of Conduct since the 1993 Local Government Act was enacted. Prior to this, Council already had in place a Code of Conduct, which evolved out of Practice Notes from the Department of Local Government. Since 1993 Council has drafted its own Code of Conduct based on issues arising out of the Department's Practice Notes and draft Model Code of Conduct and issues identified within the Organisation. Council's present Code (copy attached) was adopted by Council on 2 July 2001 after significant consultation with all of Council's Staff. A workshop took place with Councillors to discuss the Code of Conduct that was developed. The present Code of Conduct was reviewed by a number of individuals including an external Solicitor and a Communication Consultant. Under Section 440 (3) of the Local Government Act Councils must review their Code of Conduct within the first year of a new Council.

Recently, it has been identified that the Clause relating to "Dealings in Land" in the Code create some practical difficulties and Council have indicated that they wish to review the Code given this situation.

#### Current Situation

The Clause under "Dealings in Land" in Council's current Code of Conduct reads as follows:

*"If you are buying and selling property in the Penrith Local Government Area, other than your own home, you must notify the General Manager before any purchase or sale. If the General Manager is absent, you will need to notify the Mayor."*

The difficulty that has been identified is that the Clause requires a person required to comply with the Code to notify the General Manager before the purchase or sale of any property in the Local Government Area. This may be extremely difficult especially where one is attending an Auction. There is also uncertainty under the clause as to when a purchase or sale occurs. This could either be on exchange of contracts or settlement.

It may be more appropriate for the Code of Conduct to state as follows:

*“If you buy or sell property in the Penrith Local Government Area, other than your own home, you must notify the General Manager within a reasonable time after the transaction has been complete (settlement).”*

The reference in the present Code to the General Manager being absent is not required as Council always ensures that there is an Acting General Manager in the absence of the General Manager.

Presently the Parliament has before it a Bill known as the “Local Government Amendment (Discipline) Bill 2004”. This Bill had its second reading before the Parliament and Debate was adjourned on 3 June 2004. It is expected that the Bill will be passed by Parliament in the Spring sitting of Parliament.

That Bill will make a number of changes including the strengthening of Council’s Code of Conduct and the Discipline that can be imposed under the Code of Conduct including the suspension of a Councillor. The Code will also provide for the establishment by Councils of a Conduct Committee. The legislation will also, if and when passed, provide for the Department to be able to set standards and a Model Code of Conduct that councils must adopt.

It has been indicated to Council that Council’s Code of Conduct will need to at least comply or reflect Part A of the Model Code. The draft model Code of Conduct and Guidelines is attached.

The Legal Officer was consulted in the preparation of the draft Model Code some months ago and he has suggested that the Code of Conduct (minimum 16 pages) was considered too lengthy given the breadth of Staff, Councillors and other persons to whom the Code would apply. It was suggested at the time to the Department that a more simplistic Code, with Policies attached would be more appropriate.

The draft Code of Conduct provides appropriate guidance in respect to gifts, use of information and use of Council resources. It is proposed to bring a further report to Council in early September 2004 advising of proposed suggestions to the Department’s draft Code.

On 12 August 2004 the Department issued a circular to all councils advising that over the past few months the Department has worked with a review group of representatives from Local Government and key State Agencies to review the Code of Conduct that the Department issued in 1994. The Department is now inviting comments from Councils regarding the Draft Model Code of Conduct and Guidelines and have requested that they be forwarded by 17 September 2004.

## **RECOMMENDATION**

That:

1. The information in the report on Council's Code of Conduct be received.
2. The amendment to the Council’s Code of Conduct, as suggested in this report, be recommended to the Council.



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## **Council's Operating Environment**

### **7 Workforce Development Report**

**909/127**

**Compiled by:** Linden Barnett, Workforce Development Manager

**Authorised by:** Steve Hackett, Director - City Services

**Management Plan 4 Year Outcome:** *A flexible, skilled, motivated, responsive and valued workforce is in place.*

**Critical Action:** *Provide and effective workforce development framework.*

#### **Purpose:**

*To provide Council with the Workforce Development Report. The report recommends that the information in the report be received.*

#### **Background**

In the latter part of 2002 a staff resource was secured to assist the Workforce Development Department's Empower System to generate meaningful workforce statistical information. This, when achieved, would have the benefit of providing accurate workforce information. This information would then be extracted and researched to establish a platform for present and future workforce planning needs.

#### **Present Position**

The first comprehensive Workforce Development Report has now been produced and a copy is in the attachments for Council's consideration.

The report provides details including:

- Staff establishment numbers;
- Vacancies;
- Age statistics;
- Number of employees engaged in the employment categories of permanent, temporary and casual;
- Staff turnover rates;
- Recruitment processes;
- OH&S information.

Commentary on the statistical information is also provided together with trends and progress in the Skills and Knowledge Assessment and details on the Employee Performance Planning & Review (EPPR) process.

It should be noted that CMT and each Department Manager have provided input into the reporting details.

#### **Future Actions**

It is intended to produce the report on a quarterly basis and over time trend data will be provided in order to quantify changes and implications on Workforce policies and practices.

Over time the report will assist in developing workforce tools including succession planning models. Quarterly Department reports will also be provided to Managers to assist them in monitoring staff issues.

**RECOMMENDATION**

That the information contained in the Workforce Development Report be received.

