

## BUSINESS PAPER



The Mayor of Penrith City, Councillor Jackie Greenow, with debutantes at the Mature Aboriginal Women's Debutantes Ball, held as part of NAIDOC week celebrations on Saturday 30 July at St Marys Memorial Hall

*(Photo courtesy of Happy Medium Photo Company, Sydney)*

## Policy Review Committee Meeting

22 August 2005

17 August 2005

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 22 August 2005 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 Stoneham**  
Acting General Manager

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

**1. APOLOGIES**

**2. LEAVE OF ABSENCE**

*Leave of Absence has been granted to Councillor Steve Simat for the period 22 August to 25 October 2005 inclusive, and to Councillor Jim Aitken for the period 16 August to 29 September 2005 inclusive.*

**3. CONFIRMATION OF MINUTES**

*Policy Review Committee -25 July 2005*

**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. CONFIDENTIAL BUSINESS**

**POLICY REVIEW COMMITTEE MEETING**

**MONDAY 22 AUGUST 2005**

**TABLE OF CONTENTS**

**SEATING ARRANGEMENTS**

**MEETING CALENDAR**

**CONFIRMATION OF MINUTES**

**MASTER PROGRAM REPORTS**

**CONFIDENTIAL BUSINESS**

June 2005 - December 2005

	TIME	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
		Mon	Mon	Mon	Mon	Mon	Mon	Mon
<b>Ordinary Meetings</b>	<b>7.00 pm</b>		4	1	5✓		7	5
			18	15 #+	19 26^	10	21 #	19
<b>Policy Committee Review</b>	<b>7.00 pm</b>	27	25	22@	12	17	14	12

# Meetings at which the Management Plan quarterly reviews are presented.

@ Strategic Program progress reports

\* Meeting at which the Management Plan for 2005/2006 is adopted

^ Election of Mayor/Deputy Mayor (only business)

#+ General Manager's presentation – half year and end of year review

❖ Meeting at which the Draft Management Plan is adopted for exhibition

✓ Meeting at which the 2004/2005 Annual Statements are presented

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 4732 7649.

**UNCONFIRMED MINUTES  
OF THE POLICY REVIEW COMMITTEE MEETING OF PENRITH CITY  
COUNCIL HELD IN THE COUNCIL CHAMBERS, PENRITH  
ON MONDAY 25 JULY 2005 AT 7.10 PM**

**PRESENT**

Her Worship the Mayor Councillor Jackie Greenow, Councillors Jim Aitken OAM, Kaylene Allison, David Bradbury (arrived 7:22PM), Lexie Cettolin, Greg Davies, Mark Davies, Ross Fowler, Karen McKeown, Susan Page, Garry Rumble, Pat Sheehy AM, Steve Simat (arrived 7:16PM), and John Thain.

**LEAVE OF ABSENCE**

Leave of absence was previously granted to Councillor Kevin Crameri OAM for the period from 19 July to 29 July 2005 inclusive.

**APOLOGIES**

PRC 39 RESOLVED on the MOTION of Councillor Pat Sheehy seconded Councillor Jim Aitken that apologies be received and accepted from Councillors David Bradbury and Steve Simat.

**CONFIRMATION OF MINUTES**

**Policy Review Committee Meeting – 27 June 2005**

PRC 40 RESOLVED on the MOTION of Councillor Greg Davies seconded Councillor Garry Rumble that the minutes of the Policy Review Committee Meeting of 27 June 2005 be confirmed.

**DECLARATIONS OF INTEREST**

There were no declarations of interest.

**MASTER PROGRAM REPORTS**

**LEADERSHIP AND ORGANISATION**

**1 Service Specification Program - Service Reviews 36/35 Part 4**

Councillor Steve Simat arrived at the meeting the time being 7:16PM.

Councillor David Bradbury arrived at the meeting the time being 7:22PM.

Councillor Jim Aitken left the meeting the time being 7:28PM.

Councillor Jim Aitken returned to the meeting the time being 7:29PM.

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**This is Page No 1 of the Unconfirmed Minutes of the Policy Review Committee of Penrith City Council held on Monday 25 July 2005**

*Unconfirmed Minutes of the Policy Review Committee Meeting of Penrith City Council  
Held in the Council Chambers, Penrith on Monday 25 July 2005*

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PRC 41       RESOLVED on the MOTION of Councillor Pat Sheehy seconded Councillor Ross Fowler

That :

1.     The information contained in the report on the Service Specification Program - Service Reviews be received
2.     The specification for the Parks Management and Maintenance service be adopted
3.     The specification for the Bushland Management service be adopted.

**2       International Financial Reporting Standards**

**750/37**

PRC 42       RESOLVED on the MOTION of Councillor Ross Fowler seconded Councillor Steve Simat

That:

1.     The information contained in the report on International Financial Reporting Standards be received
2.     Council endorse the provisions of AEIFRS proposed to be used in the preparation of the 2004/05 Financial Statements and elect to adopt the Exemption for Financial Instruments comparative data.

**GENERAL BUSINESS**

Councillor Greg Davies requested that \$1200 from East Ward voted works be donated to the St Marys Spring Festival to cover the cost of stage hire and signage materials for the festival.

PRC 43       RESOLVED on the MOTION of Councillor Greg Davies seconded Councillor Steve Simat that the matter be brought forward and dealt with as a matter of urgency.

Her Worship the Mayor, Councillor Jackie Greenow ruled that the matter was urgent and should be dealt with at the meeting.

PRC 44       RESOLVED on the MOTION of Councillor Greg Davies seconded Councillor Steve Simat that \$1200 from East Ward voted works be donated to the St Marys Spring Festival to cover the cost of stage hire and signage materials for the festival.

There being no further business the Chairperson declared the meeting closed the time being 7:41PM.

# **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**

<b>Item</b>		<b>Page</b>
<b>THE CITY AS A SOCIAL PLACE</b>		
1	Urban Growth Management In Penrith: Stage 2 Study 4105/17 Part 12	1
<b>THE CITY AS AN ECONOMY</b>		
2	Funding For Penrith City Centre Association And St Marys Town Centre Association PCCA 4201/53 Pt 14 St Marys 4202/14 Pt 9	9
3	Funding For The Penrith Valley Economic Development Corporation For The 2005-06 Financial Year 1133/54 Pt3	14
<b>LEADERSHIP AND ORGANISATION</b>		
4	Penrith City Council Customer Survey 2005 1129/43	21
5	Service Specification Program - Service Reviews 36/35 Part 4	34



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

### **1 Urban Growth Management in Penrith: Stage 2 Study**

**4105/17 part 12**

**Compiled by: Mark Broderick, Release Area Unit Co-ordinator**

**Authorised by: Roger Nethercote, Environmental Planning Manager**

**Strategic Program Term Achievement:** *Council's planning approach to the provision of housing across the City addresses the supply, choice, affordability, economic, social diversity and workplace location needs of the community.*

**Critical Action:** *Review the effectiveness of Council's Residential Strategy in meeting the City's current and emerging housing needs.*

#### **Purpose:**

*To present to Council the Stage 2 Study on Urban Growth Management in Penrith prepared by the City Futures Research Centre at the University of NSW (UNSW), and to address an enquiry made by Councillor Mark Davies in February 2005 regarding how the trend in demographics and housing choice, referred to in an article in "The Australian" earlier this year, will influence future development in the Local Government Area.*

*The report recommends that the information be received.*

*A copy of the study, titled "Urban Growth Management in Penrith Stage 2: Planning for the Needs of Existing and Future Communities in Penrith" has been forwarded separately to Councillors.*

*Professor Bill Randolph of the City Futures Research Centre UNSW will be making a presentation to accompany this report.*

#### **Background**

Council completed a Residential Strategy for the City of Penrith in 1997, which was favourably received by the State Government. It confirmed that that our expected population growth for the following 20 years (some 45,000 people) can be accommodated within existing and currently planned release areas, without resorting to new residential areas located in outer lying rural precincts.

The Residential Strategy identified the need to provide in the order of 20,000 new homes to house the City's population growth over this time. It proposes that some two-thirds of new homes, around 13,000 dwellings, would be accommodated in 8 new urban areas. We are currently advancing the planning for these areas across the City. The remainder, around 7,000 dwellings, is proposed to be provided within established urban areas, including town centres. Since the strategy was introduced, around 5,000 new dwellings have been built in the City.

In 2003 Council adopted a Rural Lands Strategy, which seeks to remove the uncertainty about the role of Penrith's Rural Lands in the City. Recommended policy actions include: focusing new rural housing in the existing villages in order to minimise urban sprawl, introducing new land use designations that will promote appropriate rural activities including agriculture, and regulating inappropriate rural development in order to minimise adverse impacts to local water catchments and biodiversity protection areas.

We have made numerous submissions to DIPNR over a number of years outlining Council's view in limiting the urban growth in the City, and reinforcing the position that Penrith was able to accommodate population growth and projected housing demand without resorting to previous government nominated urban release in the City's northern and southern rural areas. The Minister for Planning subsequently acknowledged in 2004 that Council's approach to managing residential development was consistent with the Government's then blueprint for housing supply across Metropolitan Sydney.

A separate report on the Government's current Metro Strategy and Northwest and Southwest Growth Centre proposals will be presented to Council shortly.

### **Penrith Urban Growth Management Study Stage 1**

In 2003 the Urban Frontiers Program (UFP) of the University of Western Sydney delivered a research study on urban growth in Penrith. The purpose of the work was to contribute to a better understanding of the impacts of population and residential growth on the City, what the key drivers are, and its implications for future growth and development in Penrith. The work would also inform on the directions being pursued in Council's Residential Strategy and our ongoing response to managing the growth of the City. The Report challenged Council to consider these issues, among others, in the development of a new growth management strategy for Penrith.

The Stage 1 Study provided an overview of demographic pressures, a social and economic profile, sub-area profile, housing supply figures, a profile of households and individuals by dwelling type, housing costs and affordability, and migration. Some **key aspects on Penrith's growth** are listed below:

1. The number of households in Penrith increased by 80% between 1981 and 2001, from 31,846 to 57,249. The average household size fell from 3.4 persons in 1981 to 3.0 persons in 2001 and, if trends continue, household sizes will continue to fall to 2.6 persons by 2019.
2. Population growth in Penrith is being driven by strong natural increase.
3. The largest single household group is couples with children (25,143, or 44% of all households), however, between 1996 and 2001 there was no proportional shift in couples with children in Penrith, whereas there were significant increases in lone person households, one parent families and couples without children.
4. Between 2001 and 2019 the number of households in Penrith is expected to increase by a further 25,280, 44 percent. Some 60% of these households will have only 1 or 2 people.
5. The population structure within Penrith is "hollowing out", that is, population is increasing in the newer outer suburbs while older established "core suburbs have lost population. So while Penrith's population continues to grow overall, there are significant areas in the older suburbs that have passed their growth phase and are now losing population.
6. Penrith's housing stock is dominated by detached dwelling houses (85% of all dwellings), and its proportion of multi-unit housing stock is substantially lower than the Sydney average.
7. The growth in higher density housing in Penrith over the 1990s was largely attributable to the development of semi-detached homes, rather than higher density flats.

8. While Penrith has matured and established itself as one of the major local government areas in the State in the last quarter century, substantial population pressure will continue. This population pressure is being driven fundamentally by natural increase within the City and a small amount of immigration from overseas. Penrith is however, losing population through net domestic migration, largely to areas beyond Sydney. Natural increase has more than compensated for this net migration loss.

The Stage 1 Study identified **key findings about residential growth** that have implications for our strategic planning. From each finding emerge fundamental issues to which Council must respond to if it is to manage its growth effectively. These issues have been the subject of further research in a Stage 2 Study, which is detailed later in this report.

### **1. Housing Supply**

The Stage 1 Study suggests, on current projections, that there is a potential shortfall between dwelling capacity (79,200) and projected household numbers (82,529) by 2019 of around 3,300 dwellings, plus a further 3,000 to account for normal vacancy rates. Growth pressures will likely continue and therefore need to be planned for effectively.

### **2. Housing Types**

By 2019, there is expected to be a 72% increase in couples without children and 67% increase in lone person households. That is expected to translate into 60% of the additional households expected to be living in Penrith by 2019 to be single people or couples.

While this trend is predicted to continue, the dwelling market continues to produce single family-oriented homes of three or more bedrooms. This presents a clear challenge to the development industry, particularly for new housing in the release areas, to properly respond to this diversification of population make-up from our traditional family base.

### **3. Housing Diversity and Managing Higher Densities**

The emerging division between the more diverse older central suburbs and newer more socially homogenous suburbs on the fringe continues to be reinforced by new development. While higher density development adds considerably to housing choice, the concentration of higher density housing stock, as evidenced in other parts of Sydney where it has been primarily associated with a lower income rental market, has led to concentrations of relatively disadvantaged populations.

The research strongly suggests that a key way to avoid a polarised housing market in the future is to disperse higher density housing across residential areas. In part, this can be controlled through careful siting of new multi-unit housing, as well as ensuring a high quality of planning and design.

This is an element which we are already including in plans for the new release areas with appropriate forms of housing mix in different locations.

### **4. Housing Affordability**

Penrith has enjoyed a relatively affordable housing market compared to other parts of Sydney. However Penrith has not been immune to growth pressures and the economic upswing, which has led to pressures on the property market.

But even with relatively low rents compared to the rest of Sydney, around 3,600 private rental households were estimated as paying more than 30 per cent of their income in rent. This suggests that for many Penrith renters, housing affordability is a problem.

This leads to the need to consider how an appropriately priced affordable housing supply, both lower cost home ownership and private rental, can be encouraged and retained within the area for local people who cannot, or who are not in a position, to afford higher prices.

## **5. Planning for a Mature Community**

The research also indicates that Penrith's population profile is changing: its population is ageing; larger numbers of younger people are making different choices about home ownership and families; and households are less stable than in the past.

Given the much more mature and mixed profile of Penrith's population, a range of housing choices need to be available to ensure their housing needs can be met locally.

### **Stage 2 Study**

As part of the ongoing refinement of our response to managing growth in the City and to assist in the development of the 2005 Strategic Plan, we sought further research that aimed to refine and build on the findings of the Stage 1 Study. Fundamentally, the Stage 2 work sought to model future dwelling projections and estimate the likely impact on the social and tenure profile of Penrith as a whole, as well as examining the impacts of redevelopment of our older suburbs. This additional body of work is now completed and will inform Council about appropriate strategic initiatives that could be taken to address identified housing and community need, as well as critical actions and possible new policy directions for our review of the Residential Strategy.

The report will also assist in the development of Council's response to current proposals from the NSW Department of Infrastructure Planning and Natural Resources (DIPNR) that will lead to further substantial growth in residential housing in Penrith over the next thirty years accompanied by a significant increase in the number of higher density housing.

The report responds to a number of questions Council identified as being of importance in guiding its current deliberations on urban renewal in the City:

- 1. What is the emerging community profile of Penrith over the next 20 years and what will be their needs in terms of housing, type and location?*
- 2. What will be the emerging role of our "middle aged" and older housing areas (for example, South Penrith and Oxley Park) and what are the social and economic consequences of alternative housing policies for these areas?*
- 3. What will happen to our older established residential areas in terms of continuing loss of population if there is no urban renewal stimulated by infill housing opportunities?*
- 4. As the stock of dwellings within multi-unit housing continues to be developed, there will be a trend for a proportion of that housing to be used increasingly for rental accommodation. What will be the social consequences of this trend and how should it be best managed?*

The Study responded to these questions in 2 Parts. Part 1 of the Study, titled *Modelling the Social Impacts of Development* addresses the first question by examining various scenarios based on a number of dwelling, household income and land tenure models. Part 2 of the Study, titled *The socio-economic consequences of alternative housing policies in older housing areas*, focuses on the last 3 interrelated questions.

## **Key Findings**

The key findings of the Stage 2 Study are –

1. The community profile of Penrith City in 2019 will be characterised by a range of household types and home ownerships (figures have been rounded - refer to table at Appendix 1) –
  - couple family with children - 38% to 44%
  - couple family without children – around 20%
  - one parent families – around 14%
  - lone person households – 16% to 20 %
  - fully owned homes – 29% to 32%
  - homes being purchased – 32% to 36%
  - State rentals – around 5%
  - private rentals – 19% to 24%.
2. The Study confirmed the emerging complexity of Penrith’s urban structure as the City matures.
3. The next twenty years’ growth is predicted to be at least as strong as past twenty years in terms of new housing. Penrith is not “settling down”, but will continue to be a dynamic and growing community. Demands for high quality services will continue.
4. Housing is affordable within the Sydney context, but Penrith has not attracted the highest income strata.
5. A demographic shift is occurring as the City matures. The population is ageing and households are decreasing in size. There will be a significant increase in lone person and two person households, although families will remain the largest single household type.
6. Population losses continue in the older central suburbs, although household numbers have not fallen as fast, due to decreasing average household size.
7. Current dwelling capacity projections suggest a shortfall of at least 3,300 dwellings by 2019, excluding the need for an additional 3,000 dwellings to allow for a ‘normal’ vacancy rate.
8. On current trends, there is unlikely to be a close match between the expected growth in smaller households and the type of new dwelling stock that will be produced in Penrith in the next decade and a half.
9. On current trends, the spatial segregation that is already evident in the distribution of differing household types across the City, with couple/families dominating in the new outer suburbs and single person and other non-family households (including older people) concentrating in the older and redeveloping suburbs, will continue.
10. Higher density dwellings are dominated by the rental investment market. High levels of lower income private rental in this sector mean that concentrations of such development may lead to concentrations of lower income households.
11. The key to the successful development of a larger high density sector will be to ensure that high concentrations of rental flats and townhouses in secondary locations must be avoided.

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## **Conclusion**

The broad conclusion is that the future growth management of Penrith needs to plan for increasing housing diversity across all suburbs with a balanced mix of lower, medium and higher density housing for sale and rental to accommodate a wider mix of household types, including smaller households and those on fixed or lower incomes.

These outcomes, together with our previous research, will assist in addressing critical actions in the current Management Plan, as well as underpinning strategic and planning policy such as the Residential Strategy review, in concert with the development of the new Citywide Local Plan. The Study also underpins our current policies which require the provision of a range of housing types in our new residential estates.

Some of the critical actions in the 2005 – 06 Management Plan which will be informed by the outcomes of this Study include -

- Prepare and implement plans for each new release area in collaboration with the development sector and key Government agencies that provide a wide diversity and mix of housing types that meet current and emerging community needs,
- Prepare and implement plans for each new release area that deliver quality, sustainable living and working environments,
- Conduct structured discussions including community forums and provide information to City organisations and the community on issues relating to metropolitan growth and development that affect the City,
- Participate with WSROC and other regional groups on regional issues of importance to the City,
- Enlist support of the Local State Members in approaching relevant Ministers to establish an agreement in principle on the delivery of critical services and facilities to support the City's growth,
- Establish an annual forum of peak organisations, government agencies and the development industry to review and develop responses to issues relevant to the City's growth.

The Study outcomes will also assist in the Northwest Sub-Region project and the Residential Strategy review project, for which Penrith City Council recently secured DIPNR Planning Reform funding. The aim of these projects are to prepare a planning framework that would provide the context in which we can develop our own strategies and revised local plans, which respond to the broader metropolitan strategy as well as local issues. The first project will provide an important assessment of the capacity and options for the accommodation of employment and population growth over the next 30 years. The second project is for the preparation of a City-wide Strategy for Penrith, incorporating a focus on transport infrastructure, residential development and employment, as a partnership between Penrith City Council, DIPNR and other relevant transport agencies. These projects will be pursued over the next 12 months and will be the subject of a further report to Council.

## **RECOMMENDATION**

That the information contained in the report on Urban Growth Management in Penrith Stage 2 Study be received.



Appendix 1: Summary of Changes to household Type, Tenure and Income based on different Scenarios for Penrith, 2005

**Table 1: Summary of Changes to Household Type, Tenure and Income based on the Different Scenarios for Penrith**

	Base Case 2001	Scenario 1 2019	Scenario 2 2021 <sup>2</sup>	Scenario 3 2019	Scenario 4 2019	Scenario 5a 2019	Scenario 5b 2019	Scenario 5c 2019
<b>New dwelling mix (% separate houses to % multi-units)<sup>1</sup></b>	<b>85:15</b>	<b>85:15</b>	<b>77:23</b>	<b>50:50</b>	<b>26:74</b>	<b>50:50</b>	<b>40:60</b>	<b>60:40</b>
<b>Separate Houses</b>	48,813 (87%)	70,368 (87%)	66,094 (85%)	58,293 (77%)	53,983 (71%)	58,829 (77%)	56,826 (74%)	60,832 (80%)
<b>Multi-Unit Dwellings</b>	7,532 (13%)	10,858 (13%)	12,077 (15%)	16,984 (23%)	22,394 (29%)	17,548 (23%)	19,551 (26%)	15,545 (20%)
<b>Total Dwellings</b>	<b>57,249</b>	<b>82,529</b>	<b>79,601</b>	<b>75,277</b>	<b>76,377</b>	<b>76,377</b>	<b>76,377</b>	<b>76,377</b>
<b>Net Increase</b>	<b>n/a</b>	<b>25,280</b>	<b>22,352</b>	<b>18,789</b>	<b>20,032</b>	<b>20,032</b>	<b>20,032</b>	<b>20,032</b>
<b>Household Mix Projections</b>								
<i>Couple family with children</i>	43.9%	43.9%	43.1%	41.2%	38.4%	40.7%	39.7%	41.7%
<i>Couple family without children</i>	21.0%	21.0%	20.9%	19.6%	19.9%	20.4%	20.2%	20.6%
<i>One parent family</i>	13.8%	13.8%	13.9%	13.3%	14.6%	14.3%	14.5%	14.2%
<i>One person households</i>	16.0%	16.0%	16.7%	18.0%	20.5%	18.6%	19.4%	17.8%
<i>Other</i>	5.2%	5.2%	5.5%	7.9%	6.6%	6.0%	6.2%	5.8%
<b>Tenure Mix Projections</b>								
<i>Fully Owned</i>	32.4%	32.4%	31.9%	29.3%	28.9%	30.3%	29.8%	30.9%
<i>Being Purchased</i>	36.7%	36.7%	36.0%	35.3%	32.2%	34.2%	33.4%	35.0%
<i>Rented from State Housing Authority</i>	4.4%	4.4%	4.7%	5.1%	6.6%	5.8%	6.1%	5.4%
<i>Rented from Other Sources</i>	19.5%	19.5%	20.2%	23.0%	24.6%	22.4%	23.3%	21.5%
<i>Other/Not Stated</i>	7.0%	7.0%	7.2%	7.3%	7.7%	7.2%	7.4%	7.1%
<b>Income Mix Projections</b>								
<i>Very low (less than \$400)</i>	13.2%	13.2%	13.6%	15.1%	15.7%	14.7%	15.1%	14.2%
<i>Low (\$400-\$599)</i>	9.3%	9.3%	9.4%	10.1%	10.0%	9.7%	9.8%	9.6%
<i>Low-moderate (\$600-\$799)</i>	9.6%	9.6%	9.6%	10.2%	10.0%	9.8%	9.9%	9.8%
<i>Moderate (\$800-\$1,199)</i>	18.3%	18.3%	18.1%	18.8%	17.5%	17.9%	17.7%	18.0%
<i>High (\$1,200-\$1,999)</i>	23.1%	23.1%	22.7%	23.5%	20.7%	21.8%	21.3%	22.2%
<i>Very high (\$2,000 or more)</i>	8.7%	8.7%	8.6%	8.8%	7.5%	8.0%	7.8%	8.2%
<i>Not Stated</i>	17.8%	17.8%	17.9%	13.6%	18.6%	18.2%	18.3%	18.0%

Notes: 1. Excludes 'Other Dwellings' and 'Not Stated' dwelling categories.

2. Scenario 2: Scenario 2 was projected forward in 10 year tranches based on the 1991 – 2001 trends, hence the 2021 cut off date.

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## The City as an Economy

### 2 Funding for Penrith City Centre Association and St Marys Town Centre Association

PCCA 4201/53 Pt 14  
St Marys 4202/14 Pt 9

**Compiled by:** Bijai Kumar, Local Economic Development Program Manager

**Authorised by:** Bijai Kumar, Local Economic Development Program Manager

**Strategic Program Term Achievement:** *Policies are in place as the basis for directing private and public investments in the City Centres of Penrith and St Marys.*

**Critical Action:** *Develop policies that are in keeping with leading practice, encourage diverse development opportunities and deliver the economic elements of the City Centres Review.*

#### **Purpose:**

*To inform Council of the activities and programs of the Penrith City Centre Association and the St Marys Town Centre Association and to seek Council endorsement for funding for the Associations for 2005-06 financial year. Copies of the Associations' business plans, reports and accounts are included in attachments to the business paper. The report recommends that Council endorse funding for the Associations for the 2005-06 financial year.*

#### **Background**

At the beginning of each financial year Council considers the business plans provided by the two Associations and endorses their funding raised through sub-category rates applied to the city and town centres businesses.

A six monthly detailed performance report on the activities of the two Associations was provided to Council at its ordinary meeting on 4 April 2005. At this meeting Council adopted the report on the performance of the Associations and authorised the Director City Strategy to review their future six monthly reports.

Council's Local Economic Development Program Manager is the nominated officer to attend the meetings of the Associations and is Council's key liaison with the two organisations. Others managers and Council staff also attend meetings to address specific issues and to seek support for Council programs and activities.

Council's Strategic Plan 2005-09 has clearly identified the Associations as a key partner is undertaking a number of strategic initiatives in revitalising the city and town centres and attracting new commercial and retail investment. The Director City Strategy has already met with the executives of the Associations to explain the broad intent of the partnerships and to seek their support through their business planning processes in crafting responses that are better aligned to Council's broad objectives for the city and town centre and their businesses.

Arrangements have also been put in place for ongoing consultations with the Associations and to meet jointly each quarter with key economic partners including the Chamber of Commerce, the Business Enterprise Centre and the Penrith Valley Economic Development Corporation to discuss common issues and seek solutions that avoid duplication of effort and leverage the specialist strengths of each organisation in delivering the best outcomes for the City and its businesses.

For the 2005-06 financial year the sub-category rate amounts for the two Associations are as follows:

Penrith City Centre Association	\$259,371
St Marys Town Centre Association	\$181,244

## **Current Situation**

### ***Key Achievements***

#### *Penrith City Centre Association*

The Association has reported that its key achievements for the 2004-05 financial year included the following:

- Adoption of a new strategic direction underpinned both by a business plan and a new management structure comprising a full time city centre manager and a part time assistant
- Development of the city centre website, [www.penrithcitycentre.com.au](http://www.penrithcitycentre.com.au), to be launched this year
- Creation of new Penrith City centre branding and logo
- Major city centre promotions, for example the Christmas promotion which was supported by Council
- Preparation of future major events specially the Penrith City festival to be held on 1 October 2005
- Commissioning of a major tenancy mix analysis report to assist with future delivery of programs
- Marketing seminar and one to one consultations with businesses to assist in promoting sales through better presentation and marketing
- A major façade painting program with the Association providing free paint, colour consultants and facilitating approvals for road closures as required.
- Working in partnership with Council to promote the City centres review process and the outdoor trading policy.

#### *St Marys Town Centre Association*

The key activities undertaken by the Association included ongoing business visits and consultations on presentation and marketing; communicating with businesses via a monthly newsletter; organisation of local sales campaigns and community activities; trees lights in Queens Street; attracting new businesses; and graffiti removal campaign. The Association believes that it has contributed to the continued high business occupancy in the town centre with very few vacant shops located mainly at the northern end of Queen Street.

The Association has also worked closely with Council to promote the town centre review process and the outdoor trading policy.

### ***Future Directions***

Both Associations have adopted business plans that identify a number of key areas of focus as follows:

*Penrith City Centre Association*

- Develop and implement a retail strategy
- Provide an effective forum for business challenges and opportunities to be debated and appropriately actioned
- Provide advice to council on how best to assist in the economic advancement of the city.

The Association has also expressed some concern about the overall presentation of the city centre in terms of cleanliness, maintenance and lack of beautification. It organised for a joint visitation of councillors led by the Mayor, other senior Council staff and Association members to Gosford and the Entrance to view first hand the level of street presentation in those areas. PCCA considers the implementation of an upgraded city centre program of the type provided in Gosford as “most urgent”.

Council officers have discussed the issue with the Association and have asked for a formal proposal from them which could be investigated and an appropriate funding model explored to match the service specifications currently in force in Gosford and the Entrance. Any such proposal would need to clearly recognise the implications for additional funding for increased levels of service provision in the city.

*St Marys Town Centre Association*

- Work in partnership with Council to implement strategies to enliven the town centre
- Continue to identify capital works improvements
- Strengthen existing businesses and create new opportunities for employment
- Target and market the centre to the broader community through special events and retail promotions
- Analyse and monitor the tenancy mix and encourage complimentary businesses to those that exist

Both Associations have also acknowledged Council’s 2005-09 Strategic Plan and their willingness to engage with Council in achieving a number of outcomes pertaining to the revitalisation of the city and town centres, attracting investment and in positioning the City as a metropolitan and regional centre.

***Key areas of expenditure***

The key elements of the adopted business plan and the associated expenditure for the two Associations are as follows:

*Penrith City Centre Association*

• Administration	\$138,371 [53%]
• Marketing	\$ 76,000 [29%]
• Business Development	\$ 15,000 [ 6%]
• Enhancement of the physical environment	\$ 30,000 [12%]
<b>TOTAL</b>	<b>\$259,371</b>

*St Marys Town Centre Association*

• Administration	\$ 89,000 [46%]
• Marketing and Promotion	\$ 70,000 [36%]
• Queen Street Enhancement	\$ 20,000 [10%]
• Tree Lighting Program [electricity]	\$ 14,000 [ 8%]
<b>TOTAL</b>	<b>\$193,000</b>

(The businesses in St Marys are contributing towards the Associations budget up and above the sub-category rate amount.)

The city and town centre businesses will raise some \$452,000 for the activities of the two Associations with administration accounting for some 50% of the expenditure and the remaining half to be expended on promotion, marketing and city enhancement activities.

### ***Committee Members***

#### *Penrith City Centre Association*

- Phil Moorehead, Chair [Property and business owner]
- Owen Rogers [Property and business owner]
- Ian Drummond [Business owner]
- Graham Fitzpatrick [Representing Penrith Star]
- Natalie Greenway [Representing Centro Nepean]
- Melissa Haigh [Representing Penrith Plaza]
- Gordon Horwood [Property owner]
- Gary Hodge [Representing Raine and Horne]
- Sue Kennedy [Representing Penrith Presss]
- Philip Pollicina [Property owner]
- Ian McAlester [Property owner]

The Association draws its committee membership equally from six city precincts covering some 1039 businesses [as in Septemebr 2004].

#### *St Marys Town Centre Association*

- Bryan Spencer, Chair [Business representative]
- David Hill [Business representative]
- Graham Fisher [Business owner]
- George Karavas [Property and business owner]
- Melaine Healy [Business owner]
- Graham Edward [Property and business owner]
- Thiery Grabara [Property and business owner]
- Jack McLeod [Property and business owner]

The committees of both Associations meet on a monthly basis and hold their annual general meetings in September (Penrith City Centre Associations) and April (St Marys Town Centre Association).

### ***Accounts***

Audited accounts for both associations for last financial year are provided with other documents in the Attachments. The auditors have not raised any issue of concern.

All other reports provided by the Associations are contained in the Attachments. The Associations are largely meeting their business plan objectives and the funding provided is being appropriately spent. Both associations recognise their roles in implementing Council's Strategic Plan 2005-09 and this is reflected in their programs for 2005-06. The Associations will be providing a six monthly performance report in February 2006 for consideration by the Director City Strategy.

**RECOMMENDATION**

That:

1. The information contained in the report on the business plans and activities of the Penrith City Centre and St Marys Town Centre Associations be received
2. Funding for the Penrith City Centre Association in the amount of \$259,371 to be paid in equal quarterly instalments be endorsed
3. Funding for the St Marys Town Centre Association in the amount of \$181,244 to be paid in equal quarterly instalments be endorsed.



## The City as an Economy

### 3 Funding for the Penrith Valley Economic Development Corporation for the 2005-06 financial year 1133/54 Pt3

**Compiled by:** Bijai Kumar, Local Economic Development Program Manager

**Authorised by:** Bijai Kumar, Local Economic Development Program Manager

**Strategic Program Term Achievement:** *The City's business community, learning institutions and training institutions are working in an integrated way to strengthen and develop the City's local economic base.*

**Critical Action:** *Support PVEDC in the development of the City's enterprises and self-supporting business networks.*

#### **Purpose:**

*To inform Council of the activities and programs of the Penrith Valley Economic Development Corporation and to seek Council endorsement for funding for the Corporation for the 2005-06 financial year. Copies of the Corporation's business plan, performance review and accounts are included in the attachments in the business paper. The report recommends that Council endorse funding for the Corporation for the 2005-06 financial year. A brief presentation will be made to Council by the Corporation's CEO, Ms Jane Holdsworth and she will be available to answer any questions on the Corporation's performance in 2004-05 and future programs and activities.*

#### **Background**

In March 1990, Penrith City's first Economic Development Committee was formed as a Committee of the Council. It was established to address the issues of employment generation and economic growth in the Penrith Valley. This initiative became the genesis for the evolution and development of the Economic Development and Employment Committee (EDEC) which became the principal vehicle for the engagement of Council with its industry partners in creating the institutional framework for expanding and implementing the City's economic development agenda.

At its meeting on 11 December 2001, Council agreed that EDEC had reached a level of maturity for it to be restructured as an independent incorporated body. To make this process achievable the Penrith business community requested Council to consider a general rate rise in its 2002-2003 Management Plan. Subsequently, funding for an independent EDEC for each year for the next ten years was authorised by Council provided EDEC demonstrated effective use of the funds for local economic development.

The Penrith Valley Economic Development Corporation [PVEDC] was incorporated in January 2003 and has been running its operations from Council premises in Allen Arcade. The Corporation's board consists of eleven members with as of right membership from Council, UWS, Western Sydney TAFE, Penrith Valley Business Enterprise Centre and Western Area Health Services (now known as the Sydney West Area Health Services) which accounts for six members; the remaining five members represent local industry. The Board's chair is Mr Steve Welsh, Director, IMS Installations Pty Ltd. Council representatives on the Board are Councillor Ross Fowler and Alan Stoneham, Council's Director City Strategy.

The Corporations activities have been guided by a strategic plan adopted after extensive consultations following its incorporation. However given Council's extensive economic

development agenda and the inevitability of overlapping activities, the PVEDC Board recently requested Council's Director City Strategy, Mr Alan Stoneham who is also Council's officer representative on the Board to write to all members about the respective role of the Council and the Corporation.

The following excerpts from Mr Stoneham's letter of July 2005 clarify those roles:

“Understanding the dynamics of how the existing businesses operate, representing and servicing their needs and fostering their growth is a key challenge which confronts us and this we see is the responsibility of the Corporation. In this regard, I think it is helpful to refer to the Corporation's first Strategic Plan, wherein the role of the Corporation was clearly articulated and which provides a useful framework for its functions and responsibilities.

- The Corporation will be the principal vehicle for strong collaborative relationships and networks and it recognises that it is an association of key players who within their own charters and expertise will contribute to the further strengthening of our local economy.
- The structure of the Corporation reflects this partnership arrangement. It enables the Corporation to provide the leadership to facilitate collaboration between key players, to jointly identify opportunities, to assist in actions that will lead to building a strong local economy. This will include forming focus groups, task groups or project groups with specialist input provided by its partners drawn from local business and the community.
- The Corporation also recognises that Penrith City Council has, as part of its strategy, a broad ranging program for the City's local economy covering business development, employment, workforce skills, education, industry as well as City marketing and tourism. The Corporation will engage in regular consultations and will work in partnership with Council, to ensure the implementation of initiatives which focus on business retention and growth that will give maximum benefits to business.
- In undertaking this leadership role, the Corporation recognises that initially the support of its constituent members and other key partners will be critical in implementing its strategic plan

In summary, Council sees itself operating at the level of local economy, industry and the City's labour market, while the Corporation is best placed to direct its resources and capabilities at the level of the 'enterprise' strengthening business capability, technology diffusion, exports, skills development, home based businesses etc. with the broad objective of assisting existing businesses to the next stage of their development.”

In this context Council has put in place arrangements to regularly consult with the Corporation and to seek its involvement in quarterly forums hosted by Council jointly with other City partners such as the Business Enterprise Centre, the Chamber of Commerce and the City and Town Centre Associations to leverage the strengths of each partner to secure the best economic and jobs outcomes for the City and its businesses.

It was intended that the Corporation's report and Business Plan would be presented to Council at its Policy Review meeting of 25 July. As other pressing matters took precedence the report is being presented at today's meeting. However as the PVEDC had requested for some funds by early August to maintain its operations a report was presented to Council at its Ordinary Meeting on 18 July to seek approval for interim funding. At that meeting Council approved that interim funding of \$62,892 in advance of the Corporation's presentation of its business plan. This payment was made to the Corporation on 28 July 2005 with the next quarterly payment now due in December 2005.

## **Current Situation**

### *Performance Review 2004-05*

The activities of the Corporation are facilitated through a number of task groups comprising industry representatives, learning institutions and Council officers. The key achievements of the task group are listed below:

#### *Tourism Task group*

- Secured \$212,000 in industry and Council (\$80,000) sponsorships for building a new visitor information centre

#### *Business Growth Task group*

- A state government cleaner production program involving five local companies aimed at improving business efficiencies and contributing to environmental protection has continued
- The state government's Western Sydney Innovation Advisory Centre was launched in September 2005 to assist entrepreneurs with innovative ideas
- Continued support provided to the Penrith Valley Home Based network [PVHBBN] and a new-look PVHBBN website launched and successfully maintained
- A state government home based business action program involving a three-module training series was successfully run
- Two CEO dinners were successfully organised

#### *International Business Task group*

- An export and business survey was completed by UWS students covering five industrial estates and some 1,412 businesses in 2004. The survey results were provided to Austrade and TradeStart office for follow up work in assisting local businesses. Council approved a request for \$5000 towards the survey work. Follow up work on the survey will be taken in 2005
- An Austrade "Help for Exporters Link" hosted on the PVEDC website
- Two international business forums (Kunshan delegation meeting and Doing Business with India) were co-facilitated

#### *Marketing Task group*

- Facilitated the 2005 Western Sydney Industry Awards sponsors dinner. (Council is a sponsor of the Awards)
- The commonwealth government's "Business entry Portal" which provides a one stop site on business services hosted on the PVEDC website
- Hosted the 2005 federal budget breakfast function attended by 180 people

#### *IT& Education and Training Task group*

- Facilitated the Western Sydney IT Forum to showcase latest developments in IT
- A joint venture established with Telstra Countrywide and Western Sydney TAFE to secure funding for free e-business training for small and medium sized businesses
- Developed and facilitated a customer service training program for Nepean High Schools students as part of the "no dole charter" signed with the school. PVEDC website used to promote the skills and interests of participating students to local businesses

***Funding***

In 2004-05 the Corporation received some \$297,000 in funding from the following sources:

Council	\$243,546
Membership Fees	\$ 3,500
Functions	\$ 20,463
Interest	\$ 3,201
Other Income	\$ 26,316
<b>TOTAL</b>	<b>\$297,036</b>

The funds received by the Corporation were expended in the following key areas:

Salaries and administration	\$237,215 [80%]
Catering for functions	\$ 19,809 [ 7%]
Professional support/legal fees	\$ 23,157 [ 8%]
Projects/Marketing	\$ 17,000 [ 5%]
<b>TOTAL</b>	<b>\$297,181</b>

For the 2005-06 financial year the Corporation has forecast an income of \$338,700 which will be expended in the following key areas:

Administration	\$261,000 [77%]
Catering for functions	\$ 18,500 [ 5%]
Projects/Marketing	\$ 53,400 [16%]
	\$332,900
Plus surplus	\$ 5,800 [ 2%]
<b>TOTAL</b>	<b>\$338,700</b>

The details of the budget are provided in Appendix E of the Corporation's report provided in the Attachments. A copy of the Corporation's audited accounts for the financial year ending June 2004 is also with the Attachments. The auditors have not raised any issue of concern.

***Membership and the Board***

As of 30 June the Corporation had 23 members. The Board members of the Corporation are listed below:

*As of right Members*

- Councillor Ross Fowler, Penrith City Council
- Alan Stoneham, Penrith City Council
- Dennis Rice, Western Sydney TAFE
- Freny Tayebjee, University of Western Sydney
- John Todd, Penrith Valley Business Enterprise Centre

*Other Members*

- Steve Welsh (Chair), Director IMS Installations
- John Bateman, Partner, Bateman and Battersby
- Steve Willingale, Principal, Willingale and Co
- Peter Onus, Managing Director, Astinacorp
- Frank Horwood, Principal, New Age International
- John Mullane, Mullane Planning Consultants

### ***Business Plan***

Earlier this year PVEDC engaged a consultant to help assess and review its strategic directions and to adopt a new Strategic Plan. As a result of this exercise the Corporation has identified the following five key strategic imperatives that will help guide its future programs and activities:

- Promote, market and raise the business and investment profile of Penrith Valley;
- Promote the growth of business in the region by strengthening existing and attracting new businesses;
- Facilitate cooperative activity among the regions business and institutions;
- Identify and promote smart business opportunities; and
- Promote business and investment opportunities which lead to employment growth.

To achieve its vision and achieve its strategic objectives the Corporation will undertake to:

- Develop and maintain critical strategic alliances
- Develop and maintain high performing task groups
- Clearly demonstrate and communicate its performance

In Appendix D of the Corporation's report the detailed activities of the four tasks groups are listed. Some of the highlights of their activities is provided below:

#### *IT, Education and Training*

- Strengthen representation from other local businesses in these sectors
- Continued implementation of the telecommunications strategy
- Continued promotion of the benefits of e-commerce
- Continued relationship with UWS to promote their capabilities to local industry

#### *International Business*

- Update and maintain database of exporters
- Create and distribute a export newsletter
- Work with Council to enhance international links
- Profile local exporters on PVEDC website

#### *Tourism, Creative and Cultural Arts*

- Strengthen representation from local enterprises in these sectors
- Construction of new Penrith Valley Visitors information centre
- Develop tourism directory for the PVEDC website
- Work with Council to enhance tourism initiatives

#### *Business Growth*

- Strengthen representation from other local businesses
- Provide business information through business entry point portal
- Organise three CEOs dinner functions
- Hold business excellence awards
- Support the activities of the Penrith Valley home based business network

The task groups are critical to achieving the Corporation's strategic aim as they bring both the voice of business and industry expertise to these forums. The sustained involvement of task group members in purposeful projects that meet the needs of business would present a key challenge for the Corporation.

**RECOMMENDATION**

That:

1. The information contained in the report on the activities of the Penrith Valley Economic Development Corporation and its business plan be received
2. Funding for the Penrith Valley Economic Development Corporation in the amount of \$251,567 to be paid in equal quarterly instalments be endorsed
3. A six monthly report covering the activities of the Corporation and focussing on the achievements of the four task groups be submitted by the Director City Strategy to Council for review .



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## **Leadership and Organisation**

### **4 Penrith City Council Customer Survey 2005**

**1129/43**

**Compiled by: Ken Lim, Organisational Development Coordinator**

**Authorised by: Ross Kingsley, Corporate Development Manager**

**Strategic Program Term Achievement :** *Services and programs that Council provides are determined based upon equity, customer requirements, community benefits and best value.*  
**Critical Action :** *Appropriate services and programs are selected based on consideration of equity, best value, relevance and benefit to the community.*

#### **Purpose:**

*To present to Council for its consideration the results of the Penrith City Council Customer Survey 2005. The report recommends that the survey results be received and further reports be presented on particular matters. Martin O'Shannessy, Executive Director from IRIS Research, will present the survey results.*

#### **Background**

Since 2003 Council's Management Plan has consistently identified the need to "conduct and review systematic customer and analytical research into service needs and priorities through the customer research (program)" (2005-06 Management Plan task 31.1A1). In response to this and as part of the customer research program, Council has employed the use of a biennial city-wide telephone survey of residents within the Penrith LGA to achieve this.

Council's first telephone customer survey of 623 households in Penrith was conducted in April 2003 with the assistance of IRIS Research. A sample of 600 was chosen to provide accurate survey results that could be applied to the broader population. When analysing results for the entire sample (623 responses) the maximum error rate will be about + or - 4.1% at the 95% confidence level. That is, we are confident that if the survey was repeated there are 95 chances in 100 that the new results would be within + or - 4.1% of the result achieved in this survey. This is a standard benchmark of statistical validity.

The aim of the 2003 survey was to provide Council with an understanding of the perceptions and needs of the local community with respect to 47 services and facilities and in particular, provide the following :

- Measurement of the importance of and satisfaction with services and facilities provided by Council
- Measurement of perceived performance of Council staff
- Establishment of benchmark levels of satisfaction for Council services and facilities and customer service
- Identification of key drivers of resident satisfaction
- Information to help Council identify service use priorities for the community
- Comparison of Penrith City Council's overall satisfaction ratings with other councils.

#### **Current Situation**

Based upon the same aims as the 2003 survey, IRIS Research conducted and completed the 2005 customer survey in May this year, with the only difference being an additional

examination of differences in scores between both survey years. The same survey methodology was employed with a sample size of 603 households taking part.

A copy of the consultant's full report has been provided separately to Councillors.

### **Survey Methodology**

A total of 603 completed telephone surveys were collected from a random sample of residents throughout the Penrith LGA. Strict sampling procedures ensured that characteristics of selected respondents mirrored the overall adult population with a representative distribution across age, gender, Ward and defined land areas (eg rural and urban areas). A statistically valid sample was specified for each Ward (minimum of 200 interviews per Ward).

The telephone survey consisted of a series of 47 Council services and facilities being read out to respondents to which they were asked to give both an importance and satisfaction rating (ie "Not Important"/"Very Dissatisfied" = 1 to "Very Important"/"Very Satisfied" = 5 or "Can't say" = Non Response). Results from these ratings form the basis of much of the analysis of the results. The questionnaire used for the survey can be found on pages 101 to 106 of the final report. The 47 services and facilities covered in the survey are ones directly provided to the public :-

- |  |  |   |
|--|--|---|
| ■ Provision of community halls and community centres   | ■ Litter control                                       | ■ Maintenance of public toilets                         |
| ■ Maintenance of community halls and community centres | ■ Health and hygiene of local restaurants and takeaway | ■ Maintenance of Local roads                            |
| ■ Provision of Library services                        | ■ Parking enforcement                                  | ■ Lighting of public places                             |
| ■ Provision of parks and playgrounds                   | ■ Recycling services                                   | ■ Overall appearance of the City                        |
| ■ Maintenance of parks and playgrounds                 | ■ Street cleaning                                      | ■ Regulation of traffic flow                            |
| ■ Provision of sportsgrounds and playing fields        | ■ Kerbside bulky waste pick-up                         | ■ Building and development application assessment       |
| ■ Maintenance of sportsgrounds and playing fields      | ■ Domestic garbage collection                          | ■ Urban and rural planning                              |
| ■ Maintenance of public swimming pools                 | ■ Protection of the natural environment                | ■ Protection of heritage sites                          |
| ■ Maintenance of facilities around the river           | ■ Environmental education                              | ■ Provision of tourist information                      |
| ■ Maintenance of cemeteries                            | ■ Clean creeks and waterways                           | ■ Encouraging local industry and jobs                   |
| ■ Domestic animal control                              | ■ Tree preservation                                    | ■ Provision of services and facilities for older people |
| ■ Council's community safety programs                  | ■ Provision of bus shelters                            | ■ Provision of services and facilities for children     |
| ■ Graffiti removal                                     | ■ Provision of cycle ways                              | ■ Provision of services and facilities for youth        |
| ■ Availability of immunisation clinics                 | ■ Maintenance of public drains                         | ■ Information on Council services and activities        |
|  | ■ Provision of footpaths                               | ■ Consultation with the community by Council            |
|  | ■ Provision of parking in shopping centres             |   |
|  | ■ Provision of commuter parking                        |   |
|  | ■ Provision of public toilets                          |   |

### **The Survey Results - How Did Council Go ?**

The survey findings provide indicators of community perceptions and satisfaction with Council's current services and facilities. They also identify areas for further investigation and analysis and highlight areas that may require greater attention.

The key results from the survey are summarised into 5 headings :-

- Overall Council Performance
- Staff Performance
- Drivers of Satisfaction
- Resident Prioritisation of Council Services and Facilities
- Value for Money

Each following section of this report will briefly explain the results and provide a brief commentary as to implications for Council. Further discussion will be provided through tonight's presentation.

### Overall Council Performance

Respondents were asked, "how would you rate overall satisfaction with the performance of Penrith City Council?". The results in the table below are broken down by age, gender and location of respondent.

Group		Satisfaction Rating (% of Respondents)			Mean Score 2005 (out of 5)	Mean Score 2003 (out of 5)
		Low (1-2)	Medium (3)	High (4-5)		
<b>Overall</b>		<b>9.1%</b>	<b>37.3%</b>	<b>53.6%</b>	<b>3.5</b>	<b>3.6</b>
<b>Age Group</b>	18-24	5.4%	35.5%	59.1%	3.7	3.6
	25-44	11.1%	39.3%	49.6%	3.4	3.5
	45-65	8.3%	40.0%	51.7%	3.5	3.5
	65+	8.3%	23.3%	68.3%	3.8	4.1
<b>Gender</b>	Males	11.5%	38.6%	49.8%	3.4	3.5
	Females	6.8%	36.2%	57.0%	3.6	3.6
<b>Ward</b>	North	11.6%	38.7%	49.7%	3.4	3.6
	South	4.1%	39.8%	56.1%	3.6	3.6
	East	11.5%	33.7%	54.8%	3.5	3.6
<b>Area Type</b>	Rural	20.0%	42.0%	38.0%	3.2	3.3
	Established	9.7%	37.1%	53.2%	3.5	3.6
	New Release	1.0%	35.7%	63.3%	3.7	3.6

### Performance Comparisons with other councils

LGA		Satisfaction Rating (% of Respondents)			Mean Score (out of 5)
		Low (1-2)	Medium (3)	High (4-5)	
<b>Penrith</b>	<b>(Survey 2005)</b>	<b>9.1%</b>	<b>37.3%</b>	<b>53.6%</b>	<b>3.5</b>
Penrith	(Survey 2003)	6.9%	36.1%	57.0%	3.6
Parramatta	(Survey 2002)	8.6%	38.7%	52.8%	3.5
Blue Mountains	(Survey 2002)	19.3%	38.3%	42.4%	3.2
Wollongong	(Survey 2003)	22.0%	44.0%	33.0%	3.1
Newcastle	(Survey 2003)	15.6%	37.9%	46.5%	3.4
Lake Macquarie	(Survey 2003)	15.7%	42.7%	41.6%	3.3
Blue Mountains	(Survey 2004)	20.0%	15.0%	35.0%	3.1
Eurobodalla	(Survey 2004)	17.0%	41.0%	42.0%	3.3

Note : Comparison figures have been provided by IRIS Research

**Commentary**

Results show that with a minor drop of 0.1 in the mean score from 3.6 in 2003 to 3.5 in 2005, Council continues to maintain an extremely high resident satisfaction level. Another way to look at this is that 91% of all residents rate Council’s overall performance as “medium” or “high” versus only 9% of residents who rate it as “low”. The performance comparison table showing the satisfaction survey scores from other councils confirms this position with Penrith City Council outscoring many of its neighbouring or similar sized councils.

*“In general, satisfaction with the Council overall increases with age and people in new release areas have the highest level of satisfaction” (page 38 of the report)*

**Staff Performance**

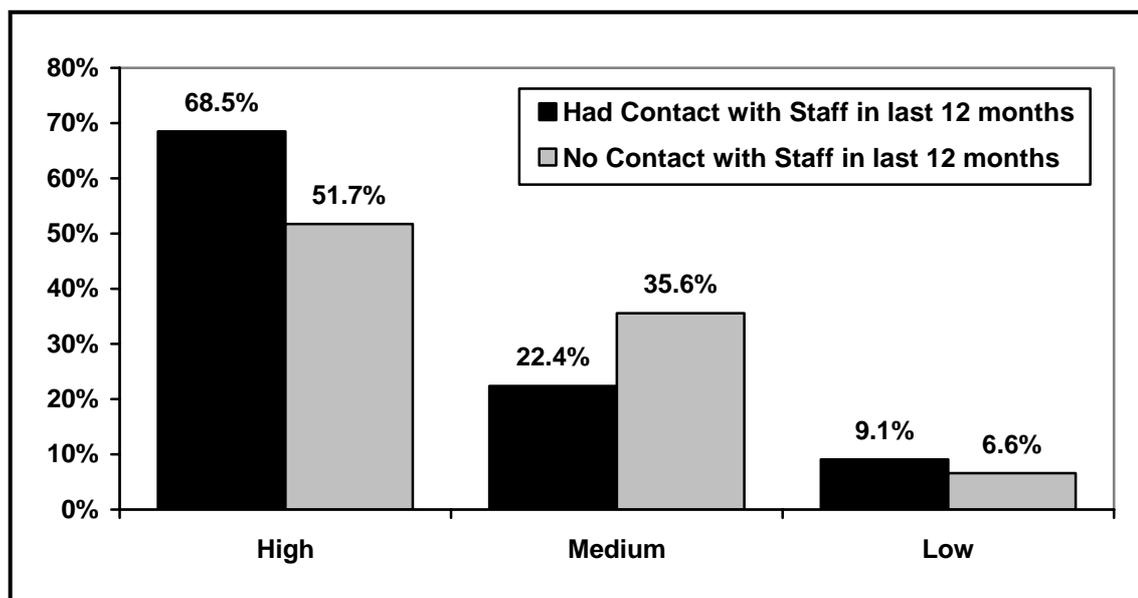
Residents were surveyed residents on five aspects of staff performance namely,

- interaction with Council staff in the past 12 months,
- the courtesy and helpfulness of Council staff,
- the efficiency in dealing with enquiries,
- the knowledge and competency of Council staff when dealing with people; and
- overall satisfaction with Council staff.

**Commentary**

Results show that around 47% of respondents (285 people) had an interaction with Council staff during the past 12 months. Of those people, 51.5% made contact by telephone, 34.6% visited Council offices and 3.6% through a Councillor. The main reasons for contact included requests for assistance (25%), an information inquiry (22.8%), lodging a building application or related matter (21.5%) or making a complaint (13.5%).

As mirrored in the 2003 survey, Council staff once again scored extremely well in the areas of *courteousness/helpfulness, efficiency and being knowledgeable and competent*. In all cases people who had had contact with staff were more likely to view staff favourably.



### **Overall Satisfaction with Council Staff (2005 Survey)**

Overall satisfaction with the performance of Council staff was in the high range with a mean score of 3.87 out of 5 [compared to 3.81 in 2003 survey]. 68.5% of respondents, who had contact with Council rated satisfaction with Council staff as “high” compared with 52% of those who had no contact. In a sample of 603 respondents only 47 individuals indicated that they were dissatisfied with the performance of Council’s staff.

### **Drivers of Satisfaction**

In an attempt to explore key drivers of resident satisfaction and dissatisfaction respondents were given an ‘open ended’ question to provide reasons for their ratings. Of the 603 completed surveys the following results were gathered.

Satisfied residents who gave Council a 4 or 5 rating gave the following reasons :-

- |   |   |
|---|---|
| ▪ No problems/just satisfied<br>(78 responses)        | ▪ Council provides good facilities & services<br>(31 responses) |
| ▪ The City environment looking good<br>(42 responses) | ▪ Council is cooperative/approachable<br>(28 responses)         |
| ▪ Council is making an effort<br>(34 responses)       | ▪ Doing a great job/efficient<br>(25 responses)                 |

Dissatisfied residents who gave Council a 1 or 2 rating gave the following reasons :-

- |   |  |
|---|--|
| ▪ Poor Council performance<br>(13 responses)                | ▪ Improve maintenance of roads (4 responses)           |
| ▪ Building approvals (9 responses)                          | ▪ Poor complaints handling procedures<br>(3 responses) |
| ▪ Some suburbs better services than others<br>(6 responses) | ▪ Unaware of Council activities (3 responses)          |

### **Commentary**

Results indicate that for the majority of cases, residents do not have any problems with Council, that Council is making an effort and in many cases, is doing a great job. Also that many residents value the quality services and good facilities Council provides especially in regard to the look of the City environment.

Although only 55 dissatisfied responses (9%) were received, the survey results identified the main driver for dissatisfaction was an overall perception of poor Council performance. Other reasons for dissatisfaction included Council’s management of building approvals, a perceived inequity in service provision to different areas of the City, poor maintenance of roads, poor complaints handling procedures and the lack of awareness of Council activities.

Council has recognised some of these issues in its new Strategic Plan for the City. Responses which have been made or foreshadowed include :-

- a greater emphasis on equity of services to all areas
- increased funding for roads maintenance
- a revised management structure focussing on development assessment
- improving information provision to the community

## Resident Prioritisation of Council Services and Facilities

Section 2 of the final report presents the responses of residents who were asked to rate the importance of 47 key services and facilities provided by Council and then, to rate their satisfaction with those same services and facilities.

- Importance Ratings**

A summary of the Importance ratings (ranked highest to the lowest score) is provided in Table 2.1.8 of the report (page 15). According to this table the **top 10 most important** services and facilities ranked in descending order as scored by residents were :

2005 Ranking	Service/Facility	Mean Score 2005	Mean Score 2003	2003 Ranking
1 <sup>st</sup>	Domestic Garbage Collection	4.79	4.74	1 <sup>st</sup>
2 <sup>nd</sup>	Maintenance of Local Roads	4.73	4.74	2 <sup>nd</sup>
3 <sup>rd</sup>	Health & Hygiene of Local Food Outlets	4.70	4.73	3 <sup>rd</sup>
4 <sup>th</sup>	Encouraging Local Industry and Jobs	4.69	4.63	5 <sup>th</sup>
5 <sup>th</sup>	Clean Creeks and Waterways	4.68	4.69	4 <sup>th</sup>
6 <sup>th</sup>	Recycling Services	4.67	4.58	=7 <sup>th</sup>
7 <sup>th</sup>	Lighting of Public Places	4.66	4.61	6 <sup>th</sup>
=8 <sup>th</sup>	Protection of The Natural Environment	4.57	4.53	=9 <sup>th</sup>
=8 <sup>th</sup>	Regulation of Traffic Flow	4.57	4.45	13 <sup>th</sup>
10 <sup>th</sup>	Litter Control	4.56	4.58	=7 <sup>th</sup>

The **10 least important** services and facilities (in descending order) were :

2005 Ranking	Service/Facility	Mean Score 2005	Mean Score 2003	2003 Ranking
=39 <sup>th</sup>	Maintenance of Cemeteries	4.01	4.02	37 <sup>th</sup>
=39 <sup>th</sup>	Maintenance of Public Swimming Pools	4.01	4.13	34 <sup>th</sup>
40 <sup>th</sup>	Information on Council services/activities	3.99	3.95	40 <sup>th</sup>
41 <sup>st</sup>	Maintenance of Community Halls/Centres	3.92	3.92	41 <sup>st</sup>
42 <sup>nd</sup>	Provision of Bus Shelters	3.89	3.88	42 <sup>nd</sup>
43 <sup>rd</sup>	Provision of Community Halls & Centres	3.87	3.84	43 <sup>rd</sup>
44 <sup>th</sup>	Building and DA Assessment	3.86	3.83	44 <sup>th</sup>
45 <sup>th</sup>	Provision of Cycleways	3.70	3.67	45 <sup>th</sup>
46 <sup>th</sup>	Parking Enforcement	3.62	3.61	46 <sup>th</sup>
47 <sup>th</sup>	Provision of Tourist Information	3.52	3.51	47 <sup>th</sup>

### Commentary

Notably there has been very little change, if any, in the top 10 most important or bottom 10 least important services over the two years. **Domestic garbage collection**, once again scored the **most important** of Council's services followed by **maintenance of local roads**, reinforcing the Council's existing focus on roads and rubbish. **Parking enforcement** and **provision of tourist information** rated the **least important** services over both surveys.

It should be noted that importance ratings are affected by the number of users of that service or facility. Accordingly, some services may be seen as less important by residents where they are only used by relatively small groups within the City.

- **Satisfaction Ratings**

A summary of Satisfaction ratings (ranked highest to the lowest score) is provided in Table 2.2.8 of the report (page 24). According to this table the 10 services and facilities with the **highest satisfaction** as scored by residents (ranked in descending order) were :

2005 Ranking	Service/Facility	Mean Score 2005	Mean Score 2003	2003 Ranking
1 <sup>st</sup>	Domestic Garbage Collection	4.24	4.19	1 <sup>st</sup>
2 <sup>nd</sup>	Provision of Library Services	4.02	3.95	3 <sup>rd</sup>
3 <sup>rd</sup>	Recycling Services	3.84	3.96	2 <sup>nd</sup>
4 <sup>th</sup>	Kerbside Bulky Waste Pick- up	3.68	3.50	11 <sup>th</sup>
5 <sup>th</sup>	Availability of Immunisation Clinics	3.67	3.68	6 <sup>th</sup>
6 <sup>th</sup>	Provision of Sports and Playing Fields	3.65	3.80	4 <sup>th</sup>
7 <sup>th</sup>	Maintenance of Public Swimming Pools	3.62	3.79	5 <sup>th</sup>
=8 <sup>th</sup>	Provision of Community Halls and Centres	3.49	3.55	8 <sup>th</sup>
=8 <sup>th</sup>	Maintenance of Cemeteries	3.49	3.44	15 <sup>th</sup>
=10 <sup>th</sup>	Maintenance of Community Halls & Centres	3.48	3.53	9 <sup>th</sup>
=10 <sup>th</sup>	Overall Appearance of the City	3.48	3.56	=13 <sup>th</sup>

The 10 services and facilities with the **lowest satisfaction** as scored by residents were :

2005 Ranking	Service/Facility	Mean Score 2005	Mean Score 2003	2003 Ranking
=38 <sup>th</sup>	Provision of Bus Shelters	2.99	2.99	=44 <sup>th</sup>
=38 <sup>th</sup>	Provision of Cycleways	2.99	3.05	38 <sup>th</sup>
=38 <sup>th</sup>	Urban and Rural Planning	2.99	3.04	=39 <sup>th</sup>
41 <sup>st</sup>	Building & DA Assessment	2.98	3.08	37 <sup>th</sup>
42 <sup>nd</sup>	Provision of Commuter Parking	2.95	3.12	34 <sup>th</sup>
43 <sup>rd</sup>	Maintenance of Local Roads	2.90	2.94	45 <sup>th</sup>
44 <sup>th</sup>	Clean Creeks and Waterways	2.86	3.00	41 <sup>st</sup>
45 <sup>th</sup>	Regulation of Traffic Flow	2.80	2.99	=44 <sup>th</sup>
46 <sup>th</sup>	Provision of Public Toilets	2.77	2.68	46 <sup>th</sup>
47 <sup>th</sup>	Maintenance of Public Toilets	2.74	2.60	47 <sup>th</sup>

### Commentary

It is pleasing to report that of the services with the top 5 satisfaction ratings, three relate to Council's waste management services used by all residents with the **domestic garbage collection** service topping the list again in 2005 followed by **recycling** and the **on-call kerbside pickup service** coming 3<sup>rd</sup> and 4<sup>th</sup> respectively. **Provision of library services** continues to score highly as the number 2 service.

The **provision and maintenance of public toilets** again rated as the services providing the lowest satisfaction ratings with mean scores of 2.77 and 2.74 (out of 5) respectively. While there is limited data available to indicate the specific cause for this dissatisfaction (eg cleanliness, accessibility, safety or location) there is evidence to show that in city-wide surveys of this kind, public toilet provision and maintenance continue to rate poorly in term of satisfaction. The external consultants, IRIS Research,

suggested that this is an industry-wide trend and that a significant injection of funds in this area will not necessarily guarantee a significant improvement in the level of resident satisfaction given its relative position against the 45 other services and facilities provided by Council. Similarly to the comments made about the importance ratings, satisfaction ratings may also be affected by the number of users of that service or facility.

Notwithstanding these factors, Council recognised the importance of this service by increasing the service level and funding of public toilet maintenance in the 2004-2005 Management Plan.

• **Prioritising Services and Facilities**

Section 3 of the report analyses the results of the importance and satisfaction scores to arrive at an indicative priority rating for services and facilities. While further analysis of the priority ratings needs to be carried out, they can provide a guide to the allocation of resources and identification of areas for further investigation. This more indepth analysis of the importance and satisfaction scores was carried out by overlapping the results of two techniques, that is, *Quadrant Analysis* and *Gap Analysis*.

In the *Quadrant Analysis (QA)*, satisfaction scores were compared to importance scores for each of the 47 identified Council services and facilities. The QA otherwise known as the *Opportunity Matrix* is provided in the following table and is also found on page 27 of the consultant’s report.

**Opportunity Matrix for Council Services and Facilities (2005 survey)**

		<b>Quadrant 2. HIGHER IMPORTANCE LOWER SATISFACTION</b>	<b>Quadrant 1. HIGHER IMPORTANCE HIGHER SATISFACTION</b>
High ⇓		<ul style="list-style-type: none"> <li>▪ Denotes services where satisfaction should be improved as areas not delivering expected value.</li> <li>▪ Indicates need for more immediate attention.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Represents current Council strengths</li> <li>▪ Areas are working well and delivering high value</li> <li>▪ Models for other Services to capitalise on.</li> </ul>
Importance		<ul style="list-style-type: none"> <li>• Protection of the Natural Environment (←)</li> <li>• Maintenance of Parks and Playgrounds (←)</li> <li>• Litter Control (←)</li> <li>• Environmental Education (←)</li> <li>• Encouraging Local Industry and Jobs (NC)</li> <li>• Provision of parking in shopping centres (NC)</li> <li>• Maintenance of Public Drains (NC)</li> <li>• Provision of Footpaths (NC)</li> <li>• Graffiti Removal (NC)</li> <li>• Lighting of Public Places (NC)</li> <li>• Maintenance of Local Roads (NC)</li> <li>• Clean Creeks and Waterways (NC)</li> <li>• Regulation of Traffic Flow (NC)</li> <li>• Maintenance of Public Toilets (NC)</li> </ul>	<ul style="list-style-type: none"> <li>• Domestic garbage collection (NC)</li> <li>• Provision of Library Services (↑)</li> <li>• Recycling services (NC)</li> <li>• Availability of Immunisation Clinics (↑)</li> <li>• Overall Appearance of the City (NC)</li> <li>• Maintenance of sportsgrounds &amp; playing fields (↑)</li> <li>• Health &amp; Hygiene of Local Restaurants &amp; Takeaway (NC)</li> <li>• Provision of Parks and Playgrounds (NC)</li> <li>• Street Cleaning (NC)</li> <li>• Provision of services &amp; facilities for children (NC)</li> <li>• Maintenance of facilities around the river (NC)</li> </ul>
Low ⇓			

Quadrant 3. LOWER IMPORTANCE LOWER SATISFACTION	Quadrant 4. LOWER IMPORTANCE HIGHER SATISFACTION
<ul style="list-style-type: none"> <li>▪ Represents lower priority services</li> <li>▪ Not an issue for majority of population (ie minority user groups only)</li> <li>▪ Not considered a problem at the moment but may need investigation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Indicated doing an excellent job for those users who are interested</li> <li>▪ Often interpreted as representing services where effort exceeds expectations.</li> </ul>
<ul style="list-style-type: none"> <li>• Provision of services and facilities for older people (↓)</li> <li>• Parking Enforcement (NC)</li> <li>• Council's community safety programs (NC)</li> <li>• Provision of Services and Facilities for Youth (↓)</li> <li>• Consultation with the community by Council (NC)</li> <li>• Urban and Rural Planning (NC)</li> <li>• Provision of cycleways (NC)</li> <li>• Provision of Bus Shelters (NC)</li> <li>• Building and DA Assessment (NC)</li> <li>• Provision of Commuter Parking (NC)</li> <li>• Provision of Public Toilets (↓)</li> </ul>	<ul style="list-style-type: none"> <li>• Kerbside Bulky Waste Pick-up (NC)</li> <li>• Provision of Sportsgrounds &amp; Playing Fields (NC)</li> <li>• Maintenance of Public Swimming Pools (NC)</li> <li>• Provision of Community Halls &amp; Community Centres (NC)</li> <li>• Maintenance of Cemeteries (NC)</li> <li>• Maintenance of Community Halls and Community Centres (NC)</li> <li>• Protection of Heritage Sites (NC)</li> <li>• Tree Preservation (NC)</li> <li>• Provision of Tourist Information (NC)</li> <li>• Domestic Animal Control (NC)</li> <li>• Information on Council Services &amp; Activities (→)</li> </ul>

Low ⇒ Satisfaction ⇒ High

Legend : NC = No change from 2003; ← ↓ → ↑ = Movement from another quadrant since 2003

**Gap Analysis (GA)** involves the measurement of the gap between importance and satisfaction. Gap measures are calculated by subtracting the mean satisfaction score from the mean importance score for each service/facility. Usually *the larger the gap between importance and satisfaction, the larger the gap between Council's performance in provision of a service and residents' expectations.* The higher the performance gap, the higher the priority for Council and greater attention required. It is important to note that the gap scores in this analysis come only from those people who are **users of the services**. Council services and facilities with the largest performance gap scores (ranked in descending order) include :-

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>▪ Maintenance of local roads</li> <li>▪ Clean creeks and waterways</li> <li>▪ Maintenance of public toilets</li> <li>▪ Regulation of traffic flow</li> <li>▪ Lighting of public places</li> <li>▪ Provision of public toilets</li> <li>▪ Encouraging local industry and jobs</li> <li>▪ Provision of parking in shopping centres</li> <li>▪ Health and hygiene of local restaurants and takeaway</li> <li>▪ Litter control</li> </ul> | <ul style="list-style-type: none"> <li>▪ Protection of the natural environment</li> <li>▪ Maintenance of public drains</li> <li>▪ Maintenance of parks and playgrounds</li> <li>▪ Urban and rural planning</li> <li>▪ Graffiti removal</li> <li>▪ Provision of footpaths</li> <li>▪ Provision of commuter parking</li> <li>▪ Consultation with the community by Council</li> <li>▪ Environmental education</li> <li>▪ Maintenance of facilities around the river.</li> </ul> |
|--|--|

By combining the results from the Quadrant and Gap Analysis it is then possible to compare both the services and facilities which have **higher importance and lower satisfaction ratings** (*Quadrant 2 in the Opportunity Matrix*) and **larger performance gaps between service provision and resident's expectations**. The results, as shown in the table below, indicate the priority order for further investigations.

**Combined Results Table ~ Quadrant Analysis and Gap Analysis**

Council Service / Facility		Quadrant Analysis	Gap Analysis Performance Gaps
Group 1	Maintenance of local roads	Quadrant 2 (Higher Importance/ Lower Satisfaction)	1.83
	Clean creeks and waterways		1.82
	Maintenance of public toilets		1.79
	Regulation of traffic flow		1.78
	Lighting of public places		1.63
	Provision of public toilets		1.54
	Encouraging local industry and jobs		1.50
	Provision of parking in shopping centres		1.35
	Litter control		1.31
	Protection of the natural environment		1.29
	Maintenance of public drains		1.29
	Maintenance of parks and playgrounds		1.28
	Graffiti removal		1.25
	Provision of footpaths		1.24
Group 2	Provision of services and facilities for children	Quadrant 1 (Higher Importance/ Higher Satisfaction)	1.10
	Provision of parks and playgrounds		1.07
	Overall appearance of the City		1.03
Group 3	Provision of cycleways	Quadrant 3 (Lower Importance/ Lower Satisfaction)	0.76
	Parking enforcement		0.50

**Commentary**

Based on the combined analysis described above, services and facilities have been placed into the following three groups :-

- **Group 1 : Quadrant 2 (Higher Importance, Lower Satisfaction), Priority 1 Services and Facilities**

IRIS Research suggests that as a general finding, the 14 services and facilities in this grouping, may require attention to improve satisfaction. In some cases further investigation will need to be conducted, looking at and further analysing possible sources of lower satisfaction and what specific aspects of these services and facilities or service delivery might make residents more satisfied with :-

- Maintenance of local roads
- Clean creeks and waterways
- Maintenance of public toilets
- Regulation of traffic flow
- Lighting of public places
- Provision of public toilets
- Litter control
- Encouraging local industry and jobs
- Provision of parking in shopping centres
- Protection of the natural environment
- Maintenance of public drains
- Maintenance of parks and playgrounds
- Graffiti removal
- Provision of footpaths

Council has, since the previous survey in 2003, already identified a number of these areas for increased emphasis in the Strategic Program and in some cases (such as the maintenance of roads, parks and public toilets) has already allocated additional resources. Other relevant investigations which are underway include the City Centres Review (which is examining access to and parking provision for the CBDs).

Council's Enhanced Environmental Program (EEP) continues to focus on a wide range of initiatives which will give effect to cleaner creeks and waterways, litter control, and drainage maintenance amongst many other benefits to the City and its residents. In addition Council's Service Specification program will continue to provide more in-depth examinations of service delivery and service levels addressing many of these areas identified in the survey as possibly requiring attention.

- ***Group 2 : Quadrant 1 (Higher Importance and Satisfaction), Priority 1 Services and Facilities***

The three areas identified within this grouping include :-

- Provision of services and facilities for children
- Provision of parks and playgrounds
- Overall appearance of the City

These areas represent Council strengths and provide high levels of satisfaction to residents. Little additional effort is required to maintain or improve these areas, however it is important to understand what Council does well in these areas, to be able to translate best practice into other areas where satisfaction is lower.

Whilst importance and satisfaction are rated as high, a significant performance gap still existed between the scores. IRIS Research suggest that, while residents are satisfied with the current levels of service provision, their expectations will always remain unfulfilled.

- ***Group 3 : Quadrant 3 (Lower Importance and Satisfaction), Priority 1 Services and Facilities***

The two services listed in this group are the ***provision of cycleways*** and ***parking enforcement***. IRIS Research suggest that, based on the Quadrant Analysis, these services may not be seen as an issue for the majority of the population, but are instead used by only by a relatively smaller number of the population as reflected in the lower importance ratings. This does not indicate that this group should be scaled back or rationalised, however, additional research would be useful in order to answer questions on service relevancy, current and future demand for these services and the general awareness of these services by residents.

## **Value for Money**

Question 52 of the survey asked respondents to rate whether the services provided by Council were good value for the rate dollar, where a score of 1 represented very poor value for the rate dollar and 5 represented good value for the rate dollar. The results are detailed in the following table.

**Residents Views on Value for Money of Rates**

Group		Value Rating (%)				Mean Score 2005 (out of 5)	Mean Score 2003 (out of 5)
		N/R	Low (1-2)	Medium (3)	High (4-5)		
<b>Overall</b>		<b>3.0%</b>	<b>12.8%</b>	<b>40.9%</b>	<b>43.4%</b>	<b>3.4</b>	<b>3.4</b>
<b>Age Group</b>	18-24	9.7%	3.2%	44.1%	43.0%	3.6	3.5
	25-44	2.2%	17.3%	45.8%	34.7%	3.2	3.3
	45-65	1.1%	11.2%	37.4%	50.3%	3.4	3.3
	<b>65+</b>	<b>3.3%</b>	<b>11.7%</b>	<b>23.3%</b>	<b>61.7%</b>	<b>3.7</b>	<b>4.0</b>
<b>Gender</b>	Males	2.4%	13.2%	43.4%	41.0%	3.3	3.3
	<b>Females</b>	<b>3.6%</b>	<b>12.4%</b>	<b>38.4%</b>	<b>45.6%</b>	<b>3.4</b>	<b>3.4</b>
<b>Ward</b>	North	3.0%	17.6%	40.7%	38.7%	3.2	3.4
	South	3.6%	7.1%	46.9%	42.3%	3.4	3.3
	East	2.4%	13.9%	35.1%	48.6%	3.4	3.5
<b>Area Type</b>	Rural	0.0%	28.0%	48.0%	24.0%	2.9	3.1
	Established	2.9%	13.0%	40.0%	44.2%	3.4	3.4
	<b>New Release</b>	<b>5.1%</b>	<b>6.1%</b>	<b>40.8%</b>	<b>48.0%</b>	<b>3.5</b>	<b>3.4</b>

**Commentary**

The results show that 84% of residents surveyed indicated that the services provided by Penrith City Council are “medium” (41%) to “high” value (43%) for the rate dollar. Respondents aged 65+ years were identified to be the most positive (62%) towards the value they received for their Council rates.

Residents living in the new release areas reported the highest satisfaction (48%) with the services they received for their rate dollar, whilst the rural areas reported the least satisfaction with 28% of respondents providing a “low” score.

In general, these results indicate that residents do perceive the amount of rates charged by Council are commensurate with the services or facilities they receive. This is particularly so for residents aged 65+ years.

**Benefits of this Survey**

The survey results continue to provide useful information on resident perceptions and satisfaction regarding Council services and facilities as well as indications of where further investigations and analysis should be undertaken. As a supporting body of work to Council’s Service Specification program, the survey assists in providing a basis for considering future service adjustments and enhancements which are ultimately addressed through the Strategic Program in the long-term and the Management Plan each year. The satisfaction ratings are a useful performance monitoring tool and, wherever appropriate, are included in each service specification and the Management Plan review process.

**Conclusion**

In comparison with the 2003 resident survey, Council has, in general, been able to maintain a consistently high level of satisfaction in the following areas :

- Overall performance of Council service and facilities and in comparison with other councils

- Overall performance of Council's staff, especially in the areas of courtesy and helpfulness, efficiency in dealing with enquiries and knowledge and competency of Council staff when dealing with people.

Results show that Penrith residents do perceive they are getting value from the amount of rates charged by Council and that these are commensurate with the services or facilities they received.

In terms of priorities, residents rate domestic garbage collection, maintenance of local roads, the health and hygiene of local food outlets, encouraging local industry and jobs and clean creeks and waterways as particularly important. In regard to resident customer satisfaction Council has achieved very high rating for domestic waste collection, provision of library services, recycling services, on-call kerbside pick-up, provision of sports and playing fields and maintenance of public swimming pools.

The results generally confirm the positions already identified by Council in areas of low satisfaction which are being addressed through Council's new Strategic Program and the 2005-2005 Management Plan. The effectiveness of these actions and Council's performance will be assessed in future resident surveys.

The ongoing program of customer research will further inform Council and management of priorities and performance on each service area and will assist in focusing Council operations on continuous improvement and benchmarking.

## **RECOMMENDATION**

That :

1. The information contained in the report on the Penrith City Council Customer Survey 2005 and the results be received
2. Further reports be presented to Council at the appropriate time on the results of subsequent investigations and analysis undertaken.



## **Leadership and Organisation**

### **5 Service Specification Program - Service Reviews**

**36/35 Part 4**

**Compiled by: Eric Shen, Service Specification Officer**

**Authorised by: Ross Kingsley, Corporate Development Manager**

**Strategic Program Term Achievement :** *Services and programs that Council provides are determined based upon equity, customer requirements, community benefits and best value.*  
**Critical Action :** *All services are provided to adopted levels.*

#### **Purpose**

*To provide Council with the opportunity to consider the draft Service Specifications for the Leisure Facilities Service and the Property Development Service. The report recommends that these service specifications be adopted.*

#### **Assessment and Review Process**

The aim of the assessment and review process is to ensure that each draft specification accurately communicates the existing levels of service and activities that the service provides in terms of quantity, quality and cost to Council. Once adopted by Council the specification will be used as a basis for future service assessment including any changes to services levels, calls for additional resourcing or for changes in priority setting within an existing service.

As previously determined by Council, all completed draft service specifications are reported directly to the Policy Review Committee for consideration and adoption. Where requests for additional information are made or where further consideration is required resulting in a specific specification not being adopted at that meeting, they would be referred to the Services Review Working Party. This working party would be scheduled to meet every quarter or as required. Recommendations or other issues from the Services Review Working Party would then be reported to the next Ordinary or Policy Review Committee meeting for adoption.

#### **Summary of Key Information**

A copy of the two service specifications have been provided separately to Councillors and can be provided to other interested parties on request.

To assist in this assessment process, executive summaries of these two documents are provided in the appendices to this report. These executive summaries contain :-

- Service Description
- Service Objectives
- Scope of Service
- Key Statistics
- Key Performance Indicators
- Service Funding

*(Note : Existing levels of service are documented at a point in time and are based upon 2004-2005 budget allocations. Once adopted, service specifications are to be regularly updated in line with Management Plans).*

- Service Summary Chart.

**RECOMMENDATION**

That :

1. The information contained in the report on the Service Specification Program - Service Reviews be received
2. The specification for the Leisure Facilities service be adopted
3. The specification for the Property Development service be adopted.



**Appendix 1**

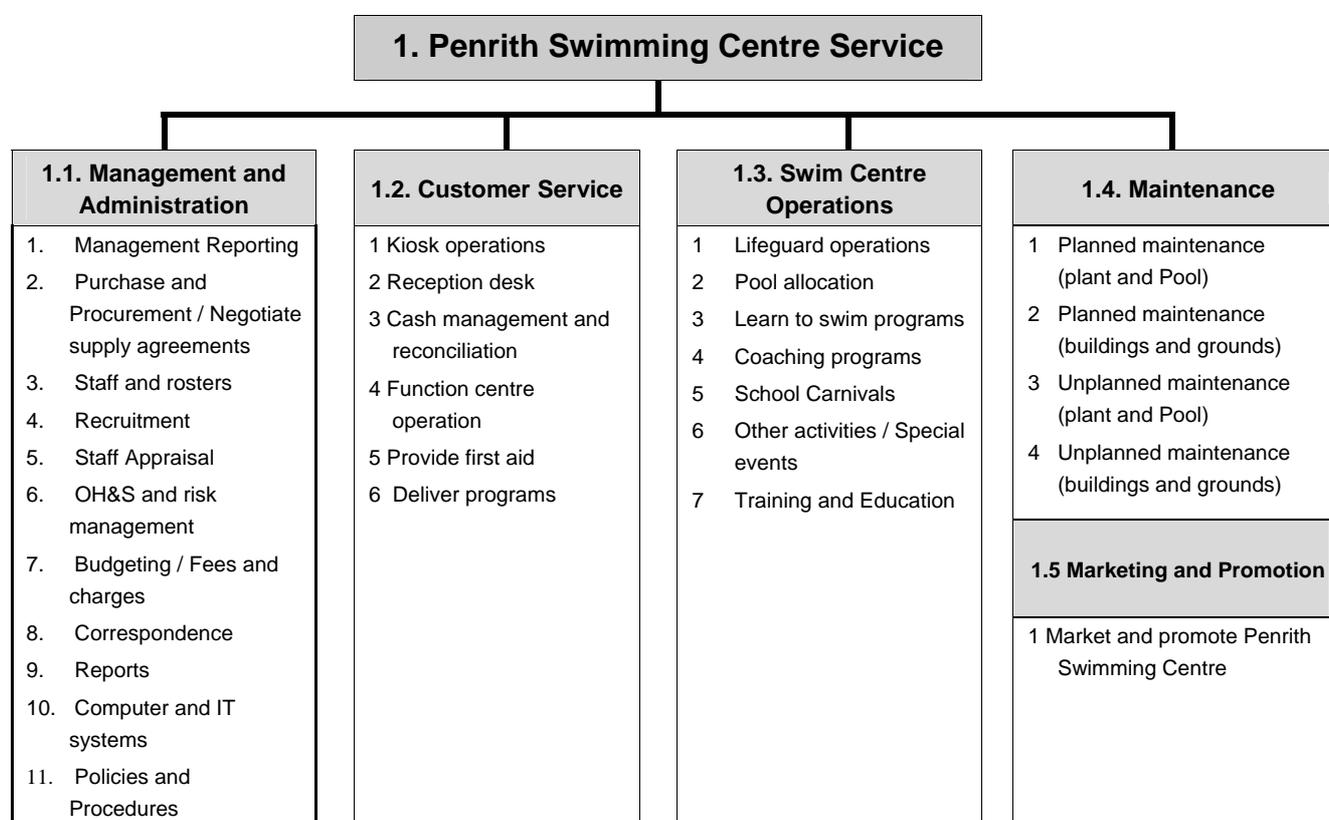
<b>Summary of the Leisure Facilities Service Specification</b>	
<b>1. Service Description</b>	The Leisure Facilities Services provides recreational, leisure and sporting opportunities for the Penrith LGA. The leisure facilities managed are Penrith Swimming Centre, St. Clair Leisure Centre, Tennis Courts and Facilities
<b>2. Service Objectives</b>	<ul style="list-style-type: none"> <li>• Provide recreation opportunities for the community of Penrith LGA</li> <li>• Meet contemporary council and community expectations in the provision of services.</li> <li>• Ensure safe, suitable and presentable facilities at all times.</li> <li>• Manage and operate efficiently a <b>public swimming pool facility</b> and associated services at Penrith Swimming Centre</li> <li>• Manage and operate efficiently an <b>indoor sporting and leisure facility</b> at St. Clair Leisure Centre</li> <li>• Manage and operate efficiently tennis court facilities in the Penrith LGA</li> </ul>
<b>3. Scope of Service</b>	<p>This service includes service management and operations of:</p> <ul style="list-style-type: none"> <li>• A supervised public swimming pool open 363 days a year between 5:30am to 6pm weekdays, 8am to 6pm weekends.</li> <li>• Running programmed Learn To Swim programs - 1,680 sessions over 28 weeks plus school LTS programs over 14 weeks during summer</li> <li>• Running programmed activities such as school carnivals, coaching programs and training and education of staff.</li> <li>• St. Clair Leisure Centre programmed activities such as direct programs, school holiday programs and indirect programs (hiring facilities to sporting groups)</li> <li>• Four holiday program activities, each program run for 10 days during school holidays.</li> <li>• Six direct program activities run four times a year.</li> <li>• 220 indirect program activities in 15 types of events per annum.</li> <li>• Maintaining tennis court facilities.</li> </ul>
<b>4. Key Statistics</b>	<ul style="list-style-type: none"> <li>• Approx 150,000 visitors per annum to Penrith Swimming Centre which includes 40 school carnivals at Penrith Swimming Centre</li> <li>• 14 weeks of Learn to Swim classes on a daily basis offered to 10 schools.</li> <li>• 20 weeks of Learn to Swim classes on a daily basis for public</li> </ul> <p>Approx 100,000 visitors per annum to St. Clair Leisure Centre which involves 10-12 types of sporting activities such as fitness and dance groups to indoor soccer and basketball activities</p>
<b>5. Key Performance Indicators (KPIs)</b>	<ul style="list-style-type: none"> <li>• % increase in number for Penrith Swimming Pool patrons. [Target : 2% increase on 158,000 from 2004-05]</li> <li>• % increase in numbers in patrons St. Clair Leisure Centre [Target : 5% increase on 84,798 in 2004-05]</li> <li>• Number of complaints in relation to service and presentation of swimming complex [Target : Less than 10 per year]</li> <li>• Number of complaints related to St. Clair Leisure Centre [Target : Less than 10 per year]</li> <li>• Number of complaints related to the Tennis Courts and Facilities [Target : Less than 10 per year]</li> </ul>

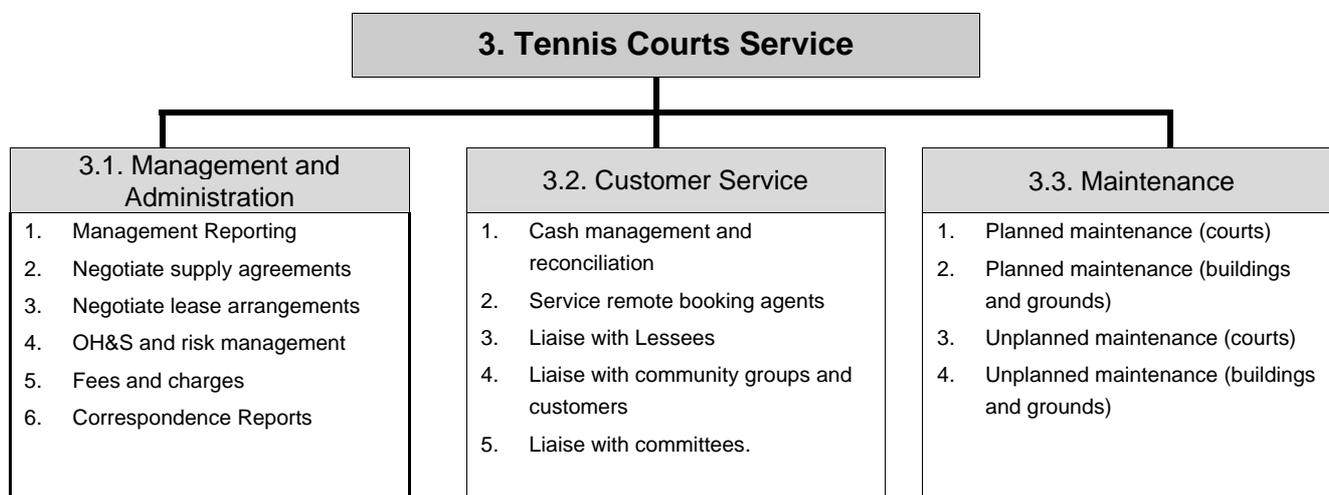
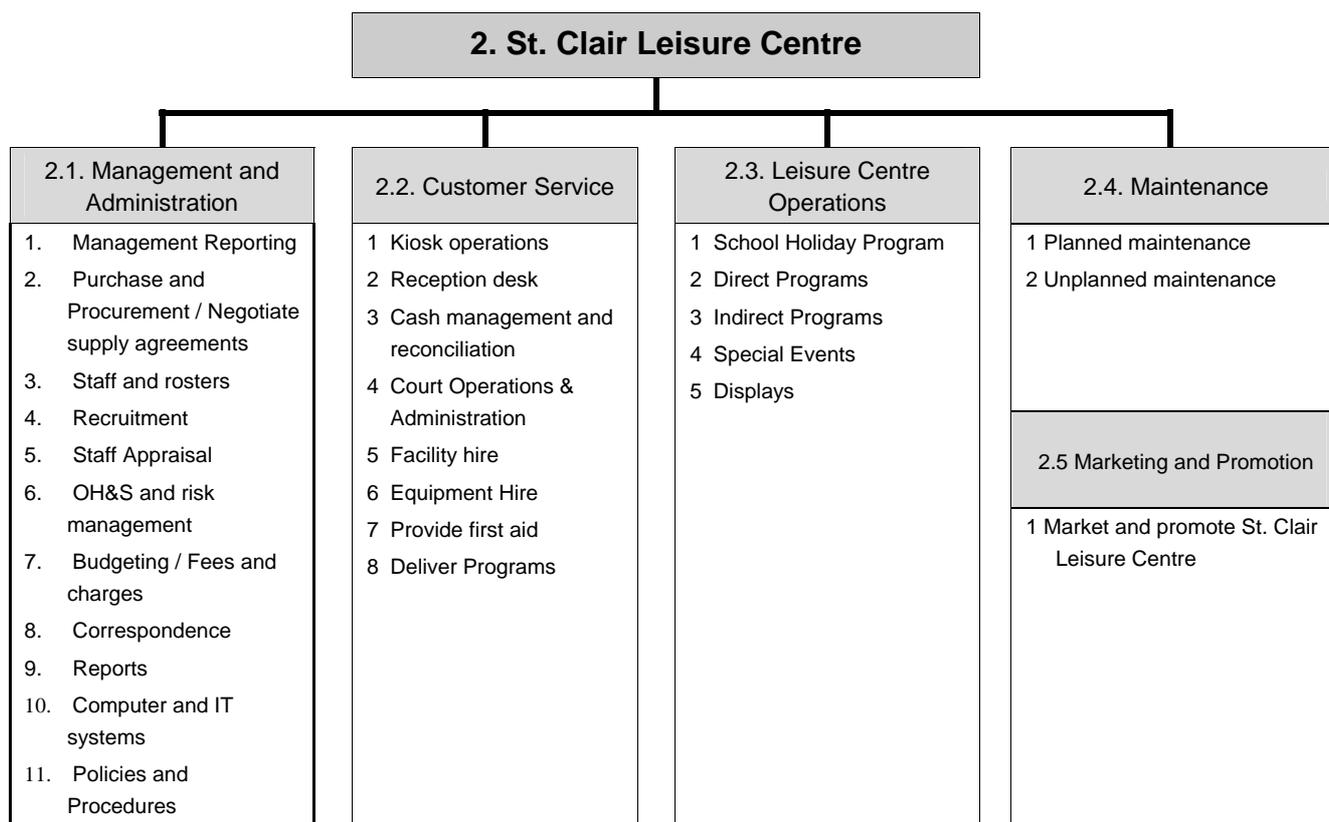
## 6. Service Funding

The annual budget for the Leisure Facility Services is made up of three components for a total of **\$765,469 per annum**. This amount includes all operating costs. This amount does not include capital or depreciation costs or loan repayments unless otherwise noted.

	Penrith Swimming Centre	St. Clair Leisure Centre	Tennis Courts
Budget for operations	\$ 1,162,127	\$ 456,768	\$ 110,773
Income	(\$ 694,000)	(\$ 165,200)	(\$ 104,999)
<b>Net Cost of Service</b>	<b>\$ 468,127</b>	<b>\$ 291,568</b>	<b>\$ 5,774</b>

## 7. Service Summary Chart





*Appendix 2*

<b>Summary of the Property Development Service Specification</b>	
<b>1. Service Description</b>	The Property Development Service is accountable for purchasing, developing, maintaining, managing and disposal of Council's property portfolio in order to meet Council's statutory requirements agreed performance objectives for the property portfolio and to contribute to the expansion of Council's revenue base.
<b>2. Service Objectives</b>	<ul style="list-style-type: none"> <li>• The acquisition of property to assist the implementation of Council's planning schemes.</li> <li>• To contribute to Council's strategic objectives by identifying and recommending opportunities for profitable use of suitable properties.</li> <li>• The acquisition of property to facilitate and encourage orderly development of the city and influencing the form of future development.</li> <li>• The reinvestment for profitable return to ensure a consistent supply of funding for Council's use.</li> <li>• The acquisition of property to assist in implementing planning schemes for community use</li> <li>• Advancing the delivery of services and infrastructure to provide economic and social benefits to the community.</li> </ul>
<b>3. Scope of Service</b>	<p><b>Property Management</b></p> <ul style="list-style-type: none"> <li>• 112 leases managed and licenses reviewed on annual due date</li> <li>• 45 properties leased through agents</li> </ul> <p><b>Property Development</b></p> <ul style="list-style-type: none"> <li>• Recommendations to Council regarding the feasibility and development of property.</li> <li>• Management of commercial and residential capital projects.</li> </ul> <p><b>Property Acquisitions</b></p> <ul style="list-style-type: none"> <li>• Investigate and recommend property acquisitions for community requirements.</li> <li>• Negotiate and administer the purchase of property.</li> <li>• Property valuation advice to Council.</li> </ul>

<b>Summary of the Property Development Service Specification</b>	
<b>4. Key Statistics</b>	<p><b>Property Management</b></p> <ul style="list-style-type: none"> <li>• 5 new leases negotiated annually</li> <li>• 80 tenancies reviewed annually to CPI or market value each year.</li> <li>• 56 tenants subject to Council subsidies of \$623,245 in 2004-05</li> <li>• 3 Road closures in 2004-05 which takes approximately 12-18 months for each closure.</li> </ul> <p><b>Property Development</b></p> <ul style="list-style-type: none"> <li>• \$2.08 million on Capital Expenditure in 2004-05</li> <li>• \$1.058 million on Asset Management expenditure in 2004-05</li> <li>• 1 commercial development and 3 residential subdivision developed in 2004-05</li> </ul> <p><b>Property Acquisitions</b></p> <ul style="list-style-type: none"> <li>• \$3.56 million value of property acquired in 2004-05</li> <li>• 7 properties investigated and valued in 2004-05 for acquisition</li> <li>• 4 properties acquired during 2004-05</li> </ul>
<b>5. Key Performance Indicators (KPIs)</b>	<ul style="list-style-type: none"> <li>• % return on investment properties. [Target: 8%+]</li> <li>• Occupancy rate of properties which can be leased.[Target : 95%+]</li> </ul>

## 6. Service Funding

The annual budget for the operations of Property Development is \$ 516,349 per annum. This does not include capital projects and land acquisitions which is \$8,694,961 for 2004-05. The income from rent, land sales and Section 94 funding is \$9,176,561 plus the Property Development Reserve of \$7,057,430 for 2004-05

The service is to be provided within the Property Development general funding.

Service/Sub-Service	2004-2005 Allocation
General Operations	( \$ 516,349)
Total Allocation for 2004-2005	( \$ 516,349)
Funding from Property Development Reserve	\$ 516,349
Nett cost of service for 2004-05	\$ 0

**7. Service Summary Chart**

