

24 October 2007

Dear Councillor,

In pursuance of the provisions of the Local Government Act, 1993 and the 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 29 October 2007 at 7:30pm.

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

BUSINESS

1. **APOLOGIES**
2. **LEAVE OF ABSENCE**
Leave of absence has been granted to:
Councillor Garry Rumble - 8 October 2007 to 31 October 2007 inclusive.
3. **CONFIRMATION OF MINUTES**
Policy Review Committee Meeting - 8 October 2007.
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)
Non-Pecuniary Interest
5. **ADDRESSING THE MEETING**
6. **MAYORAL MINUTES**
7. **NOTICES OF MOTION**
8. **ADOPTION OF REPORTS AND RECOMMENDATION OF COMMITTEES**
9. **MASTER PROGRAM REPORTS**
10. **URGENT REPORTS (to be dealt with in the master program to which the item relates)**
11. **QUESTIONS WITHOUT NOTICE**
12. **COMMITTEE OF THE WHOLE**

POLICY REVIEW COMMITTEE MEETING

MONDAY 29 OCTOBER 2007

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MEETING CALENDAR

CONFIRMATION OF MINUTES

MASTER PROGRAM REPORTS

MEETING CALENDAR

February 2007 - December 2007

	TIME	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
		Mon	Mon	Mon	Mon	Mon	Mon	Mon	Mon	Mon	Mon	Mon
Ordinary Meetings	7.30 pm	12	5		7❖	25*	2		3✓	15	5	3
			26	23	28		23	13	24^			17
Policy Review Committee	7.30 pm		12	2@		4	9		10	8	19#	10
		19#+		30	21#		30	20#+		29@		

Meetings at which the Management Plan ¼ly reviews are presented.

#+ 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 Management Plan for 2007/2008 is adopted

^ Election of Mayor/Deputy Mayor [only business]

@ Strategic Program progress reports [only business]

✓ Meeting at which the 2006/2007 Annual Statements are presented

- Council's Ordinary Meetings are held on a three-week cycle where practicable.
- Extraordinary Meetings are held as required.
- Policy Review Meetings are held on a three-week cycle where practicable.
- Members of the public are invited to observe meetings of the Council (Ordinary and Policy Review Committee). All meetings start at 7:30pm.
- Should you wish to address Council, please contact the Public Officer, Glenn McCarthy on 47327649

**UNCONFIRMED MINUTES
OF THE POLICY REVIEW COMMITTEE MEETING OF PENRITH CITY
COUNCIL HELD IN THE PASSADENA ROOM, PENRITH
ON MONDAY 8 OCTOBER 2007 AT 7:39PM**

PRESENT

His Worship the Mayor Councillor Greg Davies, Councillors Jim Aitken OAM, Kaylene Allison, David Bradbury, Lexie Cettolin, Kevin Crameri OAM, Mark Davies, Ross Fowler, Jackie Greenow, Karen McKeown, Pat Sheehy AM, and John Thain.

APOLOGIES

PRC 93 RESOLVED on the MOTION of Councillor Ross Fowler seconded Councillor Pat Sheehy AM that the apology from Councillor Steve Simat be accepted.

LEAVE OF ABSENCE

Leave of Absence was previously granted to Councillor Susan Page for the period 8 October 2007 to 19 October 2007 inclusive.

Leave of Absence was previously granted to Councillor Garry Rumble for the period 8 October 2007 to 31 October 2007 inclusive.

DECLARATIONS OF INTEREST

Councillor Kevin Crameri OAM declared a pecuniary interest in *Item 5 – Draft Penrith Local Environmental Plan 2008 Stage 1 (Northern Rural Lands)*, as he owns property covered by the plan. Councillor Crameri declared his intention to leave the meeting during debate and voting on this matter.

Councillor Jackie Greenow declared a pecuniary interest in *Item 6 – Draft Penrith Local Environmental Plan 2008 Stage 1 (Heritage Items)*, as she owns property covered by the plan. Councillor Greenow declared her intention to leave the meeting during debate and voting on this matter.

Councillor Ross Fowler declared a pecuniary interest in *Item 1 – Penrith City Centre Plan; Item 2 – Draft Penrith Local Environmental Plan 2008 – Stage 1 and Penrith Development Control Plan 2008; Item 4 - Draft Penrith Local Environmental Plan 2008 Stage 1 (Southern Rural Lands); Item 5 - Draft Penrith Local Environmental Plan 2008 Stage 1 (Northern Rural Lands); and Item 6 - Draft Penrith Local Environmental Plan 2008 Stage 1 (Heritage Items)*, as he owns property covered by the plans. Councillor Fowler also declared a pecuniary interest in *Item 3 - Draft Penrith Local Environmental Plan 2008 Stage 1 (Industrial Lands)* as he acts for property owners covered by the plan. Councillor Fowler declared his intention to leave the meeting during debate and voting on these matters.

Councillor Jim Aitken OAM declared a pecuniary interest in *Item 1 – Penrith City Centre Plan; Item 2 – Draft Penrith Local Environmental Plan 2008 – Stage 1 and Penrith Development Control Plan 2008; Item 3 – Draft Penrith Local Environmental Plan 2008 – Stage 1 (Industrial Lands); Item 4 - Draft Penrith Local Environmental Plan 2008 Stage 1 (Southern Rural Lands); Item 5 - Draft Penrith Local Environmental Plan 2008 Stage 1 (Northern Rural Lands); Item 6 - Draft Penrith Local Environmental Plan 2008 Stage 1 (Heritage Items); and Item 9 – South Werrington Urban Village – Draft Local Environmental*

Plan and Draft Amendment to Penrith Development Control Plan 2006, as he owns property covered by the plans. Councillor Aitken declared his intention to leave the meeting during debate and voting on these matters.

Councillor Lexie Cettolin declared a pecuniary interest in *Item 3 – Draft Penrith Local Environmental Plan 2008 – Stage 1 (Industrial Lands)* and *Item 5 – Draft Penrith Local Environmental Plan 2008 – Stage 1 (Northern Rural Lands)*, as she owns property covered by the plan. Councillor Cettolin declared her intention to leave the meeting during debate and voting on these matters.

CONFIRMATION OF MINUTES - Policy Review Committee Meeting - 10 September 2007

PRC 94 RESOLVED on the MOTION of Councillor Ross Fowler seconded Councillor Lexie Cettolin that the minutes of the Policy Review Committee Meeting of 10 September 2007 be confirmed.

MASTER PROGRAM REPORTS

THE CITY IN ITS ENVIRONMENT

Councillor Mark Davies left the meeting, the time being 8:12pm.

Councillor Mark Davies returned to the meeting, the time being 8:13pm.

Councillor Kevin Crameri OAM left the meeting, the time being 8:27pm.

Councillor Kevin Crameri OAM returned to the meeting, the time being 8:33pm.

12 South Creek Corridor Precinct Plan and the Gipps St site Master Plan

Mr Crosbie Lorrimer from Clouston Associates gave a presentation on the key findings and recommendations contained within the South Creek Precinct Plan and Gipps St Master Plan.

PRC 95 RESOLVED on the MOTION of Councillor Ross Fowler seconded Councillor Pat Sheehy AM

That:

1. The information contained in the report on the draft South Creek Corridor Precinct Plan and the Gipps St site Master Plan be received.
2. Council endorse the draft South Creek Corridor Precinct Plan and the Gipps St site Master Plan enabling the public exhibition phase to commence.
3. A report be submitted to Council at the conclusion of the public exhibition that details the feedback received and any necessary amendments to the South Creek Corridor Precinct Plan and the Gipps Street Master Plan before their final adoption.

THE CITY IN ITS BROADER CONTEXT

Having previously declared an interest in Items 1 - 6, Councillor Jim Aitken left the meeting, the time being 8:41pm.

Having previously declared an interest in Items 1 - 6, Councillor Ross Fowler left the meeting, the time being 8:41pm.

1 Penrith City Centre Plan

PRC 96 RESOLVED on the MOTION of Councillor Kevin Crameri OAM seconded Councillor Pat Sheehy AM

That:

1. The information contained in the report on Penrith City Centre Plan be received.
2. Council adopt the revised draft Vision for Penrith City Centre and revised draft Penrith City Centre Development Control Plan 2007.
3. Council support the revised draft Penrith City Centre Local Environmental Plan 2007, as attached, and with Item 4 of the R4 High Density Residential zone amended to prohibit retail premises (except neighbourhood shops where the maximum gross floor area does not exceed 100 square metres); Any other development not otherwise specified in item 2 or 3.
4. Council support the revised draft Penrith City Centre Civic Improvements Plan.
5. If the Minister for Planning directs the Council to make the revised draft Penrith City Centre Local Environmental Plan 2007 (LEP) and Penrith City Centre Civic Improvements Plan (CIP), Council write to the Minister consenting to the Minister making the LEP and CIP.
6. If the Minister for Planning refuses to make the LEP, Council write to the Department of Planning in accordance with Section 68 of the Environmental Planning and Assessment Act 1979 requesting gazettal of the LEP.
7. If the Minister refuses to make the CIP and directs Council to make the CIP, a further report on the CIP be forwarded to Council.
8. Penrith City Centre Development Control Plan 2007 take effect upon gazettal of Penrith City Centre Local Environmental Plan 2007.
9. Those persons who made submissions during the exhibition period, including the public authorities and statutory bodies, be advised of Council's resolution.

Having previously declared an interest in Item 3, Councillor Cettolin left the meeting, the time being 8:54pm.

2 Draft Penrith Local Environmental Plan 2008 - Stage 1 and Penrith Development Control Plan 2008

PRC 97 RESOLVED on the MOTION of Councillor Pat Sheehy AM seconded Councillor Kaylene Allison that the information contained in the report on Draft Penrith Local Environmental Plan 2008 - Stage 1 and Penrith Development Control Plan 2008 be received.

3 Draft Penrith Local Environmental Plan 2008 - Stage 1 (Industrial Lands)

PRC 98 RESOLVED on the MOTION of Councillor Pat Sheehy AM seconded Councillor Karen McKeown

That:

1. The information contained in the report on Draft Penrith Local Environmental Plan 2008 - Stage 1 (Industrial Lands) be received.
2. Council submit the provisions relating to the City's industrial lands as part of the draft Penrith Local Environmental Plan 2008 – Stage 1 to the Department of Planning with a request that the Department issue a certificate under Section 65 of the Environmental Planning and Assessment Act, 1979.
3. When the Section 65 certificate is received, Council exhibit the provisions for the City's industrial lands as part of draft Penrith Local Environmental Plan 2008 – Stage 1, with any minor amendments as directed by the Department of Planning in issuing the certificate.
4. A further report be presented to Council, regarding the matters raised in submissions to the draft Penrith Local Environmental Plan 2008 – Stage 1, after the conclusion of the public exhibition.

Councillor Cettolin returned to the meeting, the time being 9:01pm.

4 Draft Penrith Local Environmental Plan 2008 - Stage 1 (Southern Rural Lands)

PRC 99 RESOLVED on the MOTION of Councillor Kevin Crameri OAM seconded Councillor Pat Sheehy AM

That:

1. The information contained in the report on Draft Penrith Local Environmental Plan 2008 - Stage 1 (Southern Rural Lands) be received.
2. Council submit the provisions relating to the City's southern rural lands as part of draft Penrith Local Environmental Plan 2008 – Stage 1 to the Department of Planning, with a request that the Department issue a certificate under Section 65 of the Environmental Planning and Assessment Act, 1979.
3. When the Section 65 certificate is received, Council exhibit the provisions for the City's southern rural lands as part of draft Penrith Local Environmental Plan 2008 – Stage 1, with any minor amendments as directed by the Department of Planning in issuing the certificate.

4. A further report be presented to Council, regarding the matters raised in submissions to the draft Penrith Local Environmental Plan 2008 – Stage 1, after the conclusion of the public exhibition.
5. The report to Council after the conclusion of the public exhibition is to include information on the proposed planning controls for Schools and Churches in the city’s rural lands, and in particular Orchard Hills.

Having previously declared an interest in Item 5, Councillor Kevin Crameri OAM left the meeting, the time being 9:22pm.

Having previously declared an interest in Item 5, Councillor Cettolin left the meeting, the time being 9:22pm.

5 Draft Penrith Local Environmental Plan 2008 - Stage 1 (Northern Rural Lands)

PRC 100 RESOLVED on the MOTION of Councillor Pat Sheehy AM seconded Councillor Karen McKeown

That:

1. The information contained in the report on Draft Penrith Local Environmental Plan 2008 - Stage 1 (Northern Rural Lands) be received.
2. Council submit the provisions relating to the City’s northern rural lands as part of draft Penrith Local Environmental Plan 2008 – Stage 1 to the Department of Planning, with a request that the Department issue a certificate under Section 65 of the Environmental Planning and Assessment Act, 1979.
3. When the Section 65 certificate is received, Council exhibit the provisions for the City’s northern rural lands as part of draft Penrith Local Environmental Plan 2008 – Stage 1, with any minor amendments as directed by the Department of Planning in issuing the certificate.
4. A further report be presented to Council, regarding the matters raised in submissions to the draft Penrith Local Environmental Plan 2008 – Stage 1, after the conclusion of the public exhibition.

Councillor Cettolin returned to the meeting, the time being 9:23pm.

Having previously declared an interest in Item 6, Councillor Jackie Greenow left the meeting, the time being 9:23pm.

6 Draft Penrith Local Environmental Plan 2008 - Stage 1 (Heritage Items)

PRC 101 RESOLVED on the MOTION of Councillor Karen McKeown seconded Councillor Kaylene Allison

That:

1. The information contained in the report on Draft Penrith Local Environmental Plan 2008 - Stage 1 (Heritage Items) be received.
2. Council submit the provisions relating to the City’s heritage as part of the draft Penrith Local Environmental Plan 2008 – Stage 1 to the Department of

Planning with a request that the Department issue a certificate under Section 65 of the Environmental Planning and Assessment Act, 1979.

3. When the Section 65 certificate is received, Council exhibit the provisions for the City's heritage, including the full list of proposed items, as part of draft Penrith Local Environmental Plan 2008 – Stage 1, with any minor amendments as directed by the Department of Planning in issuing the certificate.
4. A further report be presented to Council, regarding the matters raised in submissions to the draft Penrith Local Environmental Plan 2008 – Stage 1, after the conclusion of the public exhibition.

Councillors Fowler, Aitken, Greenow, and Cramer returned to the meeting, the time being 9:25pm.

Councillor Jackie Greenow left the meeting, the time being 9:25pm.

Councillor Jackie Greenow returned to the meeting, the time being 9:26pm.

7 Draft Penrith Local Environmental Plan 2008 - Stage 1 (St Marys Town Centre)

PRC 102 RESOLVED on the MOTION of Councillor Pat Sheehy AM seconded Councillor Jackie Greenow

That:

1. The information contained in the report on Draft Penrith Local Environmental Plan 2008 - Stage 1 (St Marys Town Centre) be received.
2. Council submit the provisions relating to St Marys Town Centre as part of the draft Penrith Local Environmental Plan 2008 – Stage 1 to the Department of Planning with a request that the Department issue a certificate under Section 65 of the Environmental Planning and Assessment Act, 1979.
3. When the Section 65 certificate is received, Council exhibit the provisions for the St Marys Town Centre as part of draft Penrith Local Environmental Plan 2008 – Stage 1, with any minor amendments as directed by the Department of Planning in issuing the certificate.
4. A further report be presented to Council, regarding the matters raised in submissions to the draft Penrith Local Environmental Plan 2008 – Stage 1, after the conclusion of the public exhibition.

8 Draft Penrith Local Environmental Plan 2008 - Stage 1 (Proposed Reclassification of Public Land)

PRC 103 RESOLVED on the MOTION of Councillor Pat Sheehy AM seconded Councillor Kaylene Allison

That:

1. The information contained in the report on Draft Penrith Local Environmental Plan 2008 - Stage 1 (Proposed Reclassification of Public Land) be received.

2. Council classify the land described in Schedule 4 of draft Penrith Local Environmental Plan 2008 – Stage 1 in accordance with the provisions of the Local Government Act 1993 and the Environmental Planning and Assessment Act 1979.
3. Council reclassify the land described in Schedule 4 of draft Penrith Local Environmental Plan 2008 – Stage 1 (being Lot 205 DP 31908, Lot 210 DP 31908, Lot 212 DP 31909, Lot 213 DP 31909, Lot 2141 DP 772116, Lot 2151 DP 740147, Lot 177 DP 26908, Lot 179 DP 26908, Lot 180 DP 26908, Lot 181 DP 26908, and Lot 185 DP 26908) from ‘community land’ to ‘operational land’ in accordance with the provisions of the Local Government Act 1993 and the Environmental Planning and Assessment Act 1979.
4. Council submit the list of public lands in Schedule 4 as part of draft Penrith Local Environmental Plan 2008 – Stage 1 to the Department of Planning with a request that the Department issue a certificate under Section 65 of the Environmental Planning and Assessment Act, 1979.
5. Council exhibit the list of public lands in Schedule 4 as part of draft Penrith Local Environmental Plan 2008 – Stage 1, once the certificate has been received, in accordance with any minor amendments requested by the Department as part of issuing the certificate.
6. Council arrange a public hearing under section 68 of the Environmental Planning and Assessment Act 1979, as part of the public exhibition of Penrith Local Environmental Plan 2008 – Stage 1 in respect of the land proposed to be reclassified from ‘community land’ to ‘operational land’.
7. A further report be presented to Council at the conclusion of the exhibition, which includes information on mechanisms that can be used to maintain the informal pedestrian pathways that link the northern and southern parts of the Dunheved Business Park, and connect to the former Dunheved Railway Station.

THE CITY AS A SOCIAL PLACE

10 Glenmore Park Stage 2 - Public Exhibition of Draft Local Environmental Plan and Penrith Development Control Plan Amendment

PRC 104 RESOLVED on the MOTION of Councillor Kevin Crameri OAM seconded Councillor Ross Fowler

That:

1. The information contained in the report on Glenmore Park Stage 2 - Public Exhibition of Draft Local Environmental Plan and Penrith Development Control Plan Amendment be received.
2. Council indicate in principle support for Draft Penrith Local Environmental Plan 2007 – Glenmore Park attached to this report.
3. In accordance with the Environmental Planning and Assessment Act 1979 and Regulations 2000, Council adopt Penrith Development Control Plan 2006 Amendment – Glenmore Park Stage 2 attached to this report.
4. The Penrith Development Control Plan 2006 Amendment – Glenmore Park

Stage 2 take effect upon gazettal of Penrith Local Environmental Plan 2007 – Glenmore Park.

5. A further report be provided to Council seeking adoption of Penrith Local Environmental Plan 2007 – Glenmore Park and the related Section 94 Development Contributions Plan and consideration of the Planning Agreement between Penrith City Council and Glenmore Park Stage 2 Landowners.

11 Draft Penrith City District Open Space Facilities Development Contributions Plan

PRC 105 RESOLVED on the MOTION of Councillor David Bradbury seconded Councillor Karen McKeown

That:

1. The information contained in the report on Draft Penrith City District Open Space Facilities Development Contributions Plan be received.
2. Council endorse the draft Penrith City District Open Space Facilities Development Contributions Plan to enable the public exhibition phase to proceed.
3. A further report be presented to Council on issues raised by the Penrith Sports Stadium Management and detailing any progress that has been made in response to their submissions.

Having previously declared an interest in Item 9, Councillor Aitken OAM left the meeting, the time being 9:33pm

9 South Werrington Urban Village - Draft Local Environmental Plan and Draft Amendment to Penrith Development Control Plan 2006

PRC 106 RESOLVED on the MOTION of Councillor Pat Sheehy AM seconded Councillor Mark Davies

That:

1. The information contained in the report on South Werrington Urban Village - Draft Local Environmental Plan and Draft Amendment to Penrith Development Control Plan 2006 be received.
2. In accordance with the Environmental Planning and Assessment Act 1979 and the Regulations 2000, Council submit the draft Penrith Local Environmental Plan – South Werrington Urban Village, as attached to this report, to the Director-General of the Department of Planning, seeking the issue of a Section 65 Certificate to enable the draft Plan to be publicly exhibited.
3. In accordance with the Environmental Planning and Assessment Act 1979 and the Regulations 2000, the draft amendment to Penrith Development Control Plan 2006 Chapter 6 to incorporate planning controls relating to South Werrington Urban Village as attached to this report, be publicly exhibited.
4. A further report be presented to Council following public exhibition of the

draft Local Environmental Plan and draft Development Control Plan 2006 amendment, advising of the outcomes of exhibition and making further recommendations relating to the adoption of the final plans and affordable housing delivery for South Werrington Urban Village.

5. The land owners of South Werrington Urban Village be advised of Council's decision and that a Section 94 plan and affordable housing delivery will need to be resolved and endorsed by Council prior to Council being in a position to adopt the draft Local Environmental Plan for referral to the Department of Planning and the Minister for approval and gazettal.

Councillor Aitken OAM returned to the meeting, the time being 9:34pm.

LEADERSHIP AND ORGANISATION

13 Policy on the Payment of Expenses and Provision of Facilities to Mayor, Deputy Mayor and Councillors

PRC 107 RESOLVED on the MOTION of Councillor Jackie Greenow seconded Councillor Pat Sheehy AM

That:

1. The information contained in the report on Policy on the Payment of Expenses and Provision of Facilities to Mayor, Deputy Mayor and Councillors be received
2. The Policy on the Payment of Expenses and Provision of Facilities to Mayor, Deputy Mayor and Councillors be adopted and submitted to the Department of Local Government with the following amendments, which in the opinion of the Council, are not considered to be substantial amendments:
 - Deletion of the words "including consumables" in the last line of clause 11.2.2; and
 - Deletion of the last sentence in clause 11.2.3 (reading "The Technology Consumables shall also be deducted from the allowance allowed for stationery supplies.")

There being no further business the Chairperson declared the meeting closed the time being 9:38pm.

MASTER PROGRAM REPORTS

Item

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LEADERSHIP AND ORGANISATION

1 2005-2009 Strategic Program - Mid-Term Review

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LEADERSHIP AND ORGANISATION

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1	2005-2009 Strategic Program - Mid-Term Review	1



Leadership and Organisation

1 2005-2009 Strategic Program - Mid-Term Review

Compiled by: Mark Andrews, Strategic & Management Planning Coordinator

Authorised by: Ross Kingsley, Corporate Development Manager

Strategic Program Term Achievement: *A commonly shared long-term vision for the City underpins strategic collaboration and community engagement.*

Critical Action: *Prepare, implement and review Strategic Plans and processes.*

Purpose:

To review the first 24 months of Council's 2005-09 Strategic Program and discuss with Council the progress in delivering the Program and key challenges to achieve Council's selected outcomes. The Directors will make a presentation to assist the discussion.

The report recommends that the information provided be received and that certain amendments be made to the Program.

Background

The Strategic Plan is Council's principal policy document. As such, it contains Council's vision statement and strategic directions for the City. The Plan is expressed in six Master Programs, which together constitute a complete conceptual model of the City and identify those Issues that Council has chosen to address. Longer Term Goals are enunciated for each of those Issues.

Council has also adopted a Strategic Program for the period 2005-2009, comprising Term Achievements that define what Council wants to achieve in this term. At the next level of detail, the program identifies a number of Critical Actions that are to be delivered in order to secure that Term Achievement.

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

To achieve Council's 2005-2009 Strategic Program, accountability for securing the ambitions of each Issue has been allocated to individual Directors as 'stewards' of these strategic goals in keeping with their broad function areas. In addition, responsibility has been allocated to Managers for leading the delivery of each Term Achievement and for the Critical Actions that attach to those outcomes.

Key Themes of the Strategic Program

In December 2004, Council adopted the 2005-2009 Strategic Plan for the City and the Strategic Program to deliver it. The present review covers the period to June 2007 and comments on the progress, achievements and challenges of the first two years of the four year program, which commenced on 1 July 2005.

In developing the Strategic Plan, Council highlighted certain key themes for emphasis in the organisation's response to the program. While recognising that Council's present strategy continues and builds on many of the principal directions set by previous Councils, it was also seen to reflect a number of new or strengthened themes, such as:

- The City considered in a broader context and in its metropolitan role, leadership, collaboration and partnering with government, other advocates and the City's people;
- Managing the growth, development and change of places so that they are sustainable and satisfying for those who choose to live there, recognising this need not only for new areas but for our older neighbourhoods;
- Quality of life for residents, including accessible cultural, social, economic services and access to readily suitable employment;
- Securing and providing the infrastructure which a growing regional City needs and managing it in a sustainable way;
- Equipping and managing the organisation to deliver Council's program effectively in a context of generational change in its workforce, increasing demand for services from Local Government and increasing interest from local communities to be more involved in decisions which affect them.

These themes have been incorporated in the Strategic Program and have been used to guide the development of responses to Council's strategy across the Master Programs and to test draft Management Plan proposals as they emerged.

Progress Reporting

In keeping with Council's established practice, six-monthly progress reports are made to Council on the Strategic Program. Two Policy Review Committee meetings each year are reserved for the purpose of providing this report, making appropriate accompanying presentations and discussing key strategic issues with Council.

The report to tonight's meeting, and an accompanying presentation by the Directors, is the fourth such progress report on the 2005-2009 Strategic Program.

Following the alignment of the Strategic Program with the sustainability framework ('Penrith's Principles for a Sustainable City') derived from the adopted UNEP principles as part of the 2007-08 Management Plan process, the format of the next Strategic Program Review will also be reviewed to take this into consideration.

Format of the Report

The Progress Review booklet is provided under separate cover. The booklet will be published and made available to the public, including through Council's website.

The report is similar in format to the previous review which covered the period to 31 December 2007 and is made up of commentary by:

- Directors at Issue level
- Managers (authorised by Directors) at Term Achievement level

As the 24 month report on Council's four year program, the focus of the review is on the deliverables achieved to date and the direction being pursued for each element of the program.

As with the previous review, the progress report includes the Context of each Term Achievement and its key challenges as assessed by the organisation. This is drawn from the action plans for the delivery of each Term Achievement which have been established by each of the Term Achievement 'Cluster' teams of Directors and Managers and previously endorsed by Council. Commentary is then provided on progress of each of the 34 Issues and 78 Term Achievements against that plan.

A comprehensive assessment of the requirements of this Strategic Program was undertaken by the organisation in its first year, and informed the planning of operations for the remaining term of the program, as well as the Capacity Review outcomes which were confirmed with Council through the 2006-07 Management Plan development. In addition, resourcing requirements arising from the Services Review undertaken in late 2006 were taken into account in the preparation of the 2007-08 Management Plan along with the 18-month Strategic Program Review considered in early April 2007.

These approaches are serving to define the task ahead for the organisation to secure Council's strategy for the period to June 2009 and, through the longer-term goals, the future well being of the City.

Commentary from Directors

Directors have reported on the Issues for which they were formally accountable as at 30 June 2007. Each Director has provided a commentary in the booklet on progress, challenges and directions within their responsibility areas.

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

The Directors have sought, through their commentary on each Issue, to indicate in summary what needs to be achieved to satisfy Council's intent in this area and the approach being taken to address this purpose. An overview is given of key aspects of progress and major challenges.

As previously recognised, these reports serve to emphasise that the Directors' principal function is about delivering strategic outcomes rather than managing operational detail.

Managers' Reporting on Term Achievements

Council previously endorsed the assignment of accountability for Term Achievements in its Strategic Program to Managers. The report reflects those accountabilities and the lifting of the strategic focus and authority of Managers. This has been a direction consistently pursued by Council over recent years in order to fashion a better aligned organisation and one which is well placed to deal with generational change.

Directors responsible for the Issue in which the Term Achievement resides have provided their seasoned appreciation of the priorities addressed and approved the relevant Manager's

report. This flexibility across traditional reporting lines also reflects the strategy-driven nature of the organisation.

All Managers will be in attendance at the meeting, in order both to benefit from this discussion with Council, as well as to respond to any matters that may be raised by Council relating to particular Term Achievements.

Presentations on Key Challenges and Opportunities

The Director's presentation will commence with an introduction by the Director ~ City Strategy, followed by a brief presentation by each Director on key strategic challenges and opportunities within their responsibility areas, with the General Manager concluding the discussion.

Importantly, the presentation will focus only on those elements that require greater attention in order to complete the program by 2009. There will be a particular focus in the presentations on identifying those challenges that are within Council's control and those outside Council's direct control.

The opportunity will be provided for discussion with Council of these significant components of its overall program along with any other issues which Council may identify. Council may wish to raise particular matters within the accountabilities of any Director as detailed in the Program Review booklet.

The Director's presentation will canvass the following challenges, a number of which were discussed at the previous review in April:

Director ~ City Strategy (City challenges)

- Penrith Lakes – resolution of parkland management and funding model
- Regional City Growth
 - Penrith City Centre Strategy and St Marys Town Centre Strategy – public and private investment and stakeholder engagement
 - Implementation strategy and infrastructure delivery, National Growth Areas Alliance campaign 'Funding the Gap', State and Federal support necessary
- Review of Economic Development model

Director ~ City Services

- Childrens Services - Cooperative sustainability and Citywide Childrens Strategy
- Magnetic Places – program and linkages to other Issues
- Penrith Valley Cultural Precinct – well underway; delivery timetable and future management model
- Library Directions Plan – implication for service delivery models
- Entities – governance review to be undertaken

Director ~ City Planning

- Residential review, affordable housing, implications of reforms to development levies
- Nepean River management and funding
- Management of bushland corridors
- Climate change – City and Council dimensions
- Penrith Integrated Transport and Landuse Strategy - ‘Buy in’ of State Govt agencies and gaps in infrastructure provision eg arterial roads, bus contracts, UWS station.

Director ~ City Operations

- Parks Asset Renewal and Tree Management strategies
- Public domain maintenance link to the provision of safe and well maintained public space
- Delivering recreation facilities and services

Chief Financial Officer

- Future shape of Services / delivery models arising from the second stage of Services reviews
- Funding improvements in the Penrith City Centre and St Marys Town Centre and Council’s Property Strategy to stimulate investment in the Centres
- Resourcing Council’s program while maintaining a sound financial position within the context of increasing budget pressures, infrastructure renewal and maintenance and rising community expectations.

Director City Strategy (Organisational challenges):

- Community Engagement
- Workforce Strategy
- Future industrial relations framework
- Next Strategic Plan development

Refinement of Director Accountabilities

The General Manager has regular meetings with Directors (in company with the Director ~ City Strategy), for the purpose of reviewing progress on the delivery of Issues assigned to Directors. These discussions, together with the context of regular Organisational Alignment reports to Council by the General Manager and the Cluster Teams’ assessment of Strategic Program requirements, have identified in previous reports opportunities for the reassignment the Director Accountability for certain Issues.

In the present instance, in keeping with Council’s endorsement of the creation of a Recreation Manager position and department under the Director ~ City Operations (as part of its consideration of the Organisational Alignment report on 10 September 2007), it is proposed to reassign the accountability for *Issue 9 - Recreation and Leisure* from the Director ~ City Services to the Director ~ City Operations.

Amendments to the Program

Council has made a number of amendments to the Term Achievements and Critical Actions to strengthen and clarify the program, and in some cases to respond to changes in external settings, when considering previous reviews and in the preparation and adoption of the 2007-08 Management Plan. No further changes have been identified in this review.

Conclusion

The present review forms part of regular strategic dialogue between Council and management and is of particular significance, as it marks the mid term of the present Council's Strategic Program.

The commentary provided in the review booklet can be elaborated on by the responsible Director if required. The comprehensive written report is framed to allow Council to be able to look in more detail at the delivery of its program and provide feedback on directions proposed, as well as testing the overall progress towards key deliverables. The presentation format will focus on key areas where particular challenges exist to meet the goals of Council's strategy and what responses are needed to secure those outcomes.

It is anticipated that responses to particular challenges which are identified and agreed by Council may require further in-depth discussion at appropriate forums. Responses may be incorporated in the present year's Management Plan where appropriate, or be further developed for the 2008-09 Management Plan, which will be the last to be adopted in the four year program.

Council has set the challenge for the organisation to lift to a higher level of strategic outcome delivery for the City. The scale and depth of this mid-term progress report to Council on its 2005-2009 Strategic Program demonstrates the organisation's growing capacity to do so, in response to Council's leadership. This capability will continue to be improved by keen attention to the coordinated planning and delivery of each area of the program and regular forums with Council on the key emerging challenges and opportunities.

RECOMMENDATION

That:

1. The information contained in the report on 2005-2009 Strategic Program - Mid-Term Review be received
2. The assignment of *Issue 9 Recreation and Leisure* to the Director~City Operations be endorsed.

ATTACHMENTS/APPENDICES

There are no attachments for this report.