

28 March 2008

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 31 March 2008 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 Travers
General Manager

BUSINESS

1. **APOLOGIES**
2. **LEAVE OF ABSENCE**
Leave of absence has been granted to:
Councillor Steve Simat - 11 March 2008 to 1 April 2008 inclusive.
3. **CONFIRMATION OF MINUTES**
Policy Review Committee Meeting - 3 March 2008.
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**

Enquiries regarding this Business Paper should be directed to the
Executive Officer, Mr Glenn McCarthy on (02) 4732 7649

POLICY REVIEW COMMITTEE MEETING

MONDAY 31 MARCH 2008

TABLE OF CONTENTS

MEETING CALENDAR

CONFIRMATION OF MINUTES

MASTER PROGRAM REPORTS

MEETING CALENDAR

February 2008 - December 2008

	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	4	10	7	5❖	2	14	4	1✓	13^	10	1
		25	13 (extra-ordinary)	21		23*			22	20		15
Policy Review Committee	7.30 pm	18#+	3 31@	28	19#	16	7 28	18#+	15@		17#	8

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 2008/2009 is adopted

^ Election of Mayor/Deputy Mayor [only business]

@ Strategic Program progress reports [only business]

✓ Meeting at which the 2007/2008 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

1.

**UNCONFIRMED MINUTES
OF THE POLICY REVIEW COMMITTEE MEETING OF PENRITH CITY
COUNCIL HELD IN THE PASSADENA ROOM, PENRITH
ON MONDAY 3 MARCH 2008 AT 7:34PM**

PRESENT

Her Worship the Deputy Mayor Councillor Jackie Greenow, Councillors Kaylene Allison, David Bradbury (arrived 7:39pm), Lexie Cettolin, Kevin Crameri OAM, Mark Davies, Ross Fowler OAM, Karen McKeown, Susan Page, Garry Rumble, Pat Sheehy AM, and John Thain.

APOLOGIES

PRC 11 RESOLVED on the MOTION of Councillor Susan Page seconded Councillor Pat Sheehy AM that apologies be received and accepted from Councillor David Bradbury.

LEAVE OF ABSENCE

Leave of Absence was previously granted to Councillor Greg Davies for the period 3 March 2008 to 6 March 2008 inclusive.

Leave of Absence was previously granted to Councillor Jim Aitken OAM for the period 3 March 2008 to 6 March 2008 inclusive.

Leave of Absence was previously granted to Councillor Steve Simat for the period 3 March 2008 to 6 March 2008 inclusive.

CONFIRMATION OF MINUTES - Policy Review Committee Meeting - 18 February 2008

PRC 12 RESOLVED on the MOTION of Councillor Ross Fowler OAM seconded Councillor Pat Sheehy AM that the minutes of the Policy Review Committee Meeting of 18 February 2008 be confirmed.

DECLARATIONS OF INTEREST

Councillor Jackie Greenow declared a Pecuniary Interest in *Item 3 – Heritage Incentive Fund* as she owns property that is Heritage Listed. Councillor Greenow declared her intention to leave the meeting during debate and voting on this matter.

Councillor Greenow asked for nominations to take the Chair during debate and voting on Item 3 – Heritage Incentive Fund.

One nomination was received, that being from Councillor Pat Sheehy.

PRC 13 RESOLVED on the MOTION of Councillor Kaylene Allison seconded Councillor Karen McKeown that Councillor Pat Sheehy AM take the Chair during debate and voting on Item 3 – Heritage Incentive Fund.

PRC 14 RESOLVED on the MOTION of Councillor Garry Rumble seconded Councillor Kevin Crameri OAM that the order of business be Item 2, Item 1, Item 4 and Item 3.

MASTER PROGRAM REPORTS

THE CITY AS A SOCIAL PLACE

Councillor David Bradbury arrived, the time being 7:39pm.

Councillor David Bradbury declared a non-pecuniary interest in *Item 2 – Penrith City Children’s Services Co-operative Ltd*, as one of his children attends the service.

Councillor Kevin Crameri declared a non-pecuniary interest in *Item 2 – Penrith City Children’s Services Co-operative Ltd*, as he has a relative that works for the service.

2 Penrith City Children's Services Co-operative Ltd.

PRC 15 RESOLVED on the MOTION of Councillor Garry Rumble seconded Councillor John Thain

That:

1. The information contained in the report on Penrith City Children's Services Co-operative Ltd. be received
2. Council agree to underwrite the operation of Penrith City Children’s Services Co-operative Ltd until the presentation to Council of the Penrith City Children’s Services Co-operative Ltd Annual Report for 2007/08
3. A letter of thanks be forwarded to the Chairman of the Board and the Board Members for their time and effort as volunteers and their hard work over the past year.

THE CITY IN ITS BROADER CONTEXT

1 Submission to the Department of Planning on the draft North West Subregional Strategy

16 RESOLVED on the MOTION of Councillor Ross Fowler OAM seconded Councillor Susan Page

That:

1. The information contained in the report on Submission to the Department of Planning on the draft North West Subregional Strategy be received.
2. Council endorse the presentation of a submission to the Department of Planning, based on the matters outlined in this report, in response to the exhibition of the draft North West Subregional Strategy.
3. Council write to WSROC and to the five Councils in the North West and South West Subregions advising them of the key concerns outlined in the report and seeking their support for greater dialogue with Government agencies over the provision of infrastructure and services to the Subregions.

THE CITY AS AN ECONOMY

4 Economic Development and Employment Services Review

PRC 17 RESOLVED on the MOTION of Councillor Susan Page seconded Councillor Karen McKeown

That:

1. The information contained in the report on Economic Development and Employment Services Review be received
2. A single external entity combining the roles of the Penrith Valley Economic Development Corporation and Council's Economic Development Department be established to deliver Council's economic development and employment services
3. The Board of the new entity comprise industry leaders representing key existing and future industries which will contribute to economic vitality and jobs growth in the City
4. The Penrith City Centre Association and the St Marys Town Centre Association be consulted regarding their existing and future role in economic development and their relationship with the new entity
5. A Steering Committee comprising Council officers nominated by the General Manager and Penrith Valley Economic Development Corporation representatives be established to develop a blueprint for implementing the outcomes of the review and that the Committee be guided by the principles adopted by the Working Party
6. A further report be presented to Council on the recommendations of the Steering Committee covering the issues identified by the Working Party, and including the outcomes of the consultations with the Town and Centre Associations.

THE CITY IN ITS ENVIRONMENT

Having previously declared a Pecuniary Interest in Item 3 – Heritage Incentive Fund, Her Worship the Deputy Mayor, Councillor Jackie Greenow vacated the Chair and left the meeting, the time being 8:03pm.

Councillor Pat Sheehy AM took the Chair, the time being 8:03pm.

3 Heritage Incentive Fund

PRC 18 RESOLVED on the MOTION of Councillor Garry Rumble seconded Councillor Kevin Crameri OAM

That:

1. The information contained in the report on Heritage Incentive Fund be received
2. Council approve the recommended funding allocations as provided in this report.

Councillor Jackie Greenow returned to the meeting and resumed the Chair, the time being 8:10pm.

There being no further business the Chairperson declared the meeting closed the time being 8:11pm.

MASTER PROGRAM REPORTS

Item		Page
LEADERSHIP AND ORGANISATION		
1	2005-2009 Strategic Program - Review of Progress to December 2007	1
<u>URGENT</u>		
2	2005-2009 Strategic Program Progress Review - Key Challenges	9



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LEADERSHIP AND ORGANISATION

Item	Page
1 2005-2009 Strategic Program - Review of Progress to December 2007	1

URGENT

2 2005-2009 Strategic Program Progress Review - Key Challenges	9
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Leadership and Organisation

1 2005-2009 Strategic Program - Review of Progress to December 2007

Compiled by: Shari Hussein, Strategic 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.*

Presenters: All Directors - Penrith City Council - Progress of 2005-2009 Strategic Program

Purpose:

To review the progress report to December 2007 for Council's 2005-2009 Strategic Program and discuss with Council the progress in delivering the Program and key challenges to achieve Council's selected outcomes. The report recommends that the information provided be received.

Due to the size of the document, a copy of the review booklet has been provided under separate cover.

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 small 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 delivering 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 December 2007 and

comments on the progress, achievements and challenges of the first two and a half years of that 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 four year 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.

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These themes were 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. This has been emphasised in each annual Management Plan.

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 fifth such progress report on the 2005-2009 Strategic Program.

While the Strategic Program has also been aligned to the sustainability principles framework as part of the 2007-08 Management Plan process, the structure of the Strategic Program Review at this stage follows the established format.

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 subsequent Management Plan development.

These approaches have served 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.

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 30 June 2007 and is made up of commentary by:

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

As the 30 month progress 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 were 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.

Commentary from Directors

Directors have reported on the Issues for which they were formally accountable as at 31 December 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.

As with the previous review, each Director has been asked by the General Manager to provide an anticipated view of the final strategic program delivery for their accountabilities. In particular, by 'standing in the future' on key challenges to deliver the program, Directors were to identify any breakthroughs still required or where the original intentions needed revision, any required amendments to the program itself.

Managers' Reporting on Term Achievements

Council previously endorsed the assignment of accountability for leading the delivery of 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 Policy Review meeting, in order to benefit from this discussion with Council, as well as to respond to matters that may be raised by Council relating to particular Term Achievements.

Key Challenges and Opportunities

To facilitate Council's assessment of the overall progress report and to enable the Directors' presentations to focus on priority areas which require particular discussion with Council, it is intended to provide further information regarding the 'key challenges' and opportunities in program delivery through a supplementary report prior to the meeting.

This further report will indicate, for each of those matters in the Strategic Program not presently considered to be 'on target' for completion, the status and intended response provided by the relevant Director. This will allow Council to review and by exception raise matters requiring more in depth discussion.

Directors' Presentations

The 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.

Similar to the approach taken in the last review, the presentation will focus only on those elements that require greater attention in order to complete the Strategic Program by 2009. There will be a particular focus on those matters outside Council's direct control, where new approaches may be needed to secure breakthroughs.

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 and the supplementary report on key challenges.

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 the General Manager's regular Organisational Alignment reports and the Cluster Teams' assessment of Strategic Program

requirements, have identified in previous reports opportunities for the reassignment the Director Accountability for certain Issues.

At this point there are no identified Director accountability changes in the present review. As Council is aware, a number of Manager positions and accountabilities have changed since the previous review and this is reflected in the report.

Amendments to the Program

Within the life of this Strategic 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. These changes have normally arisen from the consideration of previous reviews and in the preparation and adoption of the annual Management Plans.

The last such amendments were made in the adoption of the 2007-08 Management Plan and are reflected in this report. No further changes have been identified in the present review.

Conclusion

The present review forms part of regular strategic dialogue between Council and management and is of particular significance, as it precedes the finalisation of the Management Plan which will form the last instalment of the present Council's Strategic Program.

The commentary provided in the review booklet and supplementary report 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.

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 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 the information contained in the report on the 2005-2009 Strategic Program - Review of Progress to December 2007 be received.

ATTACHMENTS/APPENDICES

There are no attachments for this report

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URGENT REPORTS
MASTER PROGRAM REPORTS
CONTENTS

Item		Page
2	2005-2009 Strategic Program Progress Review - Key Challenges	9



Leadership and Organisation

2 2005-2009 Strategic Program Progress Review - Key Challenges

Compiled by: Shari Hussein, Strategic 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 supplement the information previously provided on this matter in the business paper and progress review booklet by detailing the assessed status of Term Achievements in Council's 2005-2009 Strategic Program which identify 'Key Challenges' to the delivery of the outcomes and outlining how this will be addressed in the Directors' presentation. The report recommends that the information be received.

Background

A report on the progress of Council's 2005-2009 Strategic Program is included in the business paper for tonight's meeting.

The business paper is accompanied by a comprehensive review booklet which provides commentary by the responsible officer on the progress of each Issue and Term Achievement in the program.

As foreshadowed in the main report, this supplementary report has been prepared in order to provide additional information which may facilitate Council's assessment of the overall progress report and enable the Directors' presentation to focus on priority areas which require particular discussion with Council.

The present report contains further information regarding the status of the Term Achievements, the 'key challenges' which have been identified in the delivery of the Strategic Program and how the Directors' proposed responses to meet these challenges will be presented to the meeting.

This approach is similar to that which was undertaken in the previous review and proved effective in advancing the dialogue with Council on important strategic priorities.

Status of Term Achievement Progress

The appendix to this report consists of a 'traffic light' rating of each Term Achievement in the Strategic Program as at December 2007, made by the relevant Director. The Corporate Management Team has reviewed the matters which are thereby identified as particular challenges to the delivery of Council's program.

It is important to note that in some cases a 'key challenge' to the program is an important *component* of a particular Term Achievement, rather than the full outcome as expressed by the Term Achievement wording. This will be further clarified by the Directors' presentation.

As indicated in the appendix, of the 78 Term Achievements:

- 55 (70%) are at this point considered to be on target for completion as required by June 2009
- There is no case, in which the outcome is under Council's direct control, where a Term Achievement is reported as being at risk of not being effectively completed
- 14 (18%) are within Council's control and at this point require significant organisational effort to complete
- 9 (12%) are Term Achievements not directly or fully under Council's control, where a significant risk to delivery indicates that a breakthrough with other levels of Government is still required.

Directors' Presentation

The presentation to be made to the meeting by the Directors will address the key challenges to the completion of the 2005-2009 Strategic Program and the responses which are proposed for matters within the organisation's control or required to engage critical external partners.

As outlined in the main report and similar to the approach taken in the last review, the Directors' presentation will focus only on those elements that require greater attention in order to complete the Strategic Program by 2009. As noted above, there will be a particular focus in the presentations on those areas outside Council's direct control, where new approaches may be needed to secure breakthroughs.

There will be an introduction by the Director ~ City Strategy to the overall context of this report and the significant issues in the delivery of the program. The General Manager will conclude the discussion and indicate the organisation's response to the directions set by Council.

Conclusion

It is hoped that the additional information provided will assist Council to review and give direction on those matters requiring more in depth discussion.

The Corporate Management Team has identified that it is most important at this point, approaching the final instalment of the four year program, to particularly discuss with Council those matters outside its direct control which require a significant breakthrough to deliver within the life of the Strategic Program.

Council will also be able to test the organisational response to each Term Achievement which is not, with 18 months of the program remaining, rated as fully on target. This will also relate to Council's consideration of the tasks and initiatives proposed for the Draft 2008-09 Management Plan, in the process which is now underway.

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 Review booklet and in the supplementary information on Term Achievements and key challenges.





RECOMMENDATION

That the information contained in the report on the 2005-2009 Strategic Program Progress Review - Key Challenges be received.

ATTACHMENTS/APPENDICES

1. Strategic Program Review Term Achievements December 2007 7 Pages Appendix

Appendix – Status of Strategic Program Term Achievements as at December 2007

This rating scale is adapted from that used for 'Key Challenges' in the previous Strategic Program Review (June 2007)		
 [Green]	Term Achievements are on target to be completed within the 2005-09 Strategic Plan timeframe	55
 [Amber]	Within Council's control and requiring significant organisational effort to complete by June 2009	14
 [Red]	Within Council's control and at risk of not being completed by June 2009	0
 [Black]	Outside Council's direct control and requiring vigorous lobbying and advocacy of Council's position	9
	TOTAL	78

Issue	Director	Term Achievement	STATUS (as at Dec 2007)
1 Penrith Valley's Recognition (DCS)	DCS	1.1 A decision has been secured from relevant groups to develop a nominated institution or event that has the status to cause Penrith Valley to be widely recognised locally, throughout the State, nationally and throughout the world.	✓
	DCS	1.2 Penrith Lakes is developing and being used in a way that establishes it as a principal Sydney destination.	⊙
	DCS	1.3 Penrith is recognised locally and throughout Sydney as a vibrant, innovative and attractive City, distinguished from the rest of Sydney, with a range of services and experiences, complemented by those available in the Blue Mountains and Hawkesbury.	✓
2 Penrith City Centre's Metropolitan Role(DCS)	DCS	2.1 Penrith City Centre provides a comprehensive range of economic and human and lifestyle services to Outer Western Sydney and Central Western New South Wales.	✓
	DCS	2.2 A component of a Citywide land use and transport plan addressing Penrith City Centre and nearby places of regional importance or attraction is being implemented.	⊙
3 St Marys' Regional Role (DCS)	DCS	3.1 A component of a Citywide land use and transport plan addressing St Marys Town Centre is being implemented.	⊙
	DS	3.2 The Penrith Valley Cultural Precinct is completed and contributing to a vibrant urban village lifestyle in St Marys.	✓
	DCS	3.3 St Marys offers a range of district level retail and service businesses to its surrounding localities.	✓
4 Regional Growth (DCS)	DCS	4.1 The community and City organisations are informed on issues relevant to metropolitan growth and development that affect the City and the reasons for Council's response to them.	✓
	DCS	4.2 Joint responses and initiatives are regularly developed with neighbouring Councils and regional organisations around metropolitan and regional issues.	✓
	DCS	4.3 Agreement has been reached with relevant Government agencies to provide mutually agreed services and facilities to the City consistent with its growing requirements.	⊙
	DCS	4.4 Council's preferred positions and priorities relevant to Western Sydney growth and development are considered by governments, regional forums and regional organisations in their own policy development.	✓
	DCS	4.5 Council's agreed strategies, where they relate to planning provisions, are implemented through the new Citywide Penrith Local Plan and Penrith Development Control Plan.	✓

Issue	Director	Term Achievement	STATUS (as at Dec 2007)
5 Access to and Equity of Services (DCS)	DCS	5.1 A plan as a component of Council's overarching agreement with Government is in place supporting Council's claim for service equity for the City.	⊙
6 Sustainable Rural Lands (DCP)	DCP	6.1 Council's adopted strategy is being implemented as the basis for future rural land use decisions.	✓
	DCP	6.2 The City's rural lands are valued by the City's communities for the natural and landscape values they contribute to the City's character.	✓
	DCP	6.3 A network is advancing best practice commercial rural land use.	—
7 Community Well Being and Social Justice (DS)	DS	7.1 Effective responses are made to the social impacts of growth, redevelopment and change.	✓
	DS	7.2 Strategies are in place to respond to the social and health needs of the community.	✓
	DS	7.3 Council continues to offer leadership in developing a better understanding of and cooperation with Aboriginal and Torres Strait Islander organisations and people.	✓
	DS	7.4 Access has increased for communities that face barriers to using social services and facilities.	✓
8 Cultural Development (DS)	DS	8.1 The City is widely recognised as a centre of cultural diversity, excellence and access.	✓
	DS	8.2 The cultural assets of the City have been integrated to establish its reputation as a creative place.	✓
9 Recreation and Leisure (DCO)	DCO	9.1 The City's recreation and leisure facilities and services meet its needs and are optimally used.	—
10 Planning and Providing for the Needs of Children (DS)	DS	10.1 Services are provided to meet the diverse needs of families and to support the development of children.	✓
11 Community Safety (DCO)	DCO	11.1 A community safety plan, building on a partnership with police, the community and other stakeholders is in place and supported by Council's programs.	✓
12 Magnetic Places (DS)	DCS	12.1 Penrith City Centre and St Marys Town Centre are appealing places to people seeking satisfying social and cultural experiences.	—
	DS	12.2 Local centres, community meeting places and prominent meeting places are increasingly valued and recognised by communities as a focus of their neighbourhoods, or as a feature of the City.	—

Issue	Director	Term Achievement	STATUS (as at Dec 2007)
13 Established Neighbourhoods (DCP)	DCP	13.1 A program of renewal for selected neighbourhoods that contributes to a sense of community identity and cohesiveness is being implemented.	✓
14 Managing Redevelopment (DCP)	DCP	14.1 Council's planning approach to the provision of housing across the City addresses the supply, choice, affordability, economic, social diversity and workplace needs of the community.	—
	DCP	14.2 Redevelopment of existing areas contributes to safe, sustainable, affordable and satisfying living environments and cohesive communities.	—
15 New Release Areas (DCP)	DCP	15.1 Cohesive communities are formed based on sustainable, safe and satisfying living and working environments.	✓
	DCP	15.2 Strategies are in place for new release areas to deliver jobs that match incoming workforce participant numbers.	✓
	DCP	15.3 New release areas provide for a diversity of housing opportunities, including affordable housing, consistent with emerging community needs and which facilitates the development of diverse neighbourhoods.	✓
	DCP	15.4 Timely delivery of services to new release areas is being secured.	✓
16 Natural Catchment Assets (DCP)	DCP	16.1 The City's biological diversity is being protected and conserved through the implementation of a biodiversity conservation and bushland management strategy.	—
	DCP	16.2 The health of the river system is being improved through the implementation of a comprehensive catchment management strategy.	—
	DCP	16.3 Effective land use management policies, regulatory practices and controls are being implemented to protect the environment.	✓
17 Sustainable Resource Management (DCP)	DCP	17.1 Water and energy conservation strategies for the City are being implemented.	✓
	DCP	17.2 Waste to landfill and indiscriminate dumping are significantly reduced and resource recovery is optimised.	✓
	DCP	17.3 Council leads our City by example and through advocacy by implementing sustainability initiatives.	✓

Issue	Director	Term Achievement	STATUS (as at Dec 2007)
18 Built Environment (DCP)	DCP	18.1 The City's heritage is being protected and conserved.	—
	DCP	18.2 Development is designed, constructed and maintained to deliver improved sustainability outcomes.	✓
	DCP	18.3 A floodplain management policy to protect the built environment is being implemented by Council consistent with Government guidelines.	⊙
19 The Look of the City (DCP)	DCP	19.1 Council's planning policies, land use, regulatory controls and asset management practices enhance the visual amenity of the City.	✓
	DCP	19.2 Key agencies, institutions, landholders and the community are cooperatively engaged in enhancing the visual amenity of the City.	—
20 Access to Quality Employment Opportunities (DCS)	DCS	20.1 Sufficient constraint-free serviced employment lands are available to meet the City's business development and investment needs.	✓
	DCS	20.2 The City is recognised as an attractive business and investment location based on its regional and metropolitan roles and businesses are being encouraged to locate to the City or nearby.	✓
21 Partnering for Economic Growth (DCS)	DCS	21.1 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.	✓
	DCS	21.2 Access to employment is being extended by Council's participation in Western Sydney economic initiatives.	✓
22 Growing Economic Centres (DCS)	DCS	22.1 Policies are in place as the basis for directing private and public investments in the City Centres of Penrith and St Marys.	✓
23 Visitors to the City (DCS)	DCS	23.1 Programs are attracting domestic and international visitors to the City for access to cultural and sporting exchange and experiences and language education and training.	✓
	DCS	23.2 Programs are in place that target international trade and business services.	✓

Issue	Director	Term Achievement	STATUS (as at Dec 2007)
24 Accessible Public Transport and Regional Road Network (DCP)	DCP	24.1 An integrated land use and transport plan is being implemented.	⊙
	DCP	24.2 A program of prioritised works has been developed and is being implemented in partnership with the State Government to maintain the efficiency of major roads as demand grows.	⊙
	DCP	24.3 A plan is being implemented for the provision of public transport facilities and services that reasonably matches the travel needs of the community for access to employment centres, education facilities and other activity centres.	⊙
25 Local Road Network (DCO)	DCO	25.1 Road network capacity, safety and efficiency are improved and traffic congestion is reduced.	✓
	DCO	25.2 A parking management plan addressing the provision and utilisation of improved parking within the centres and other key locations is being implemented.	—
	DCO	25.3 A plan is being implemented for bus shelters, cycleways and footpath networks having regard for the access, health and recreational needs of the community.	✓
26 Civil Infrastructure Management (DCO)	DCO	26.1 An asset management strategy is in operation for civil infrastructure that optimises its use and maintains it to agreed standards fit for its contemporary purpose.	✓
27 Buildings, Parks and Open Space Maintenance (DCO)	DCO	27.1 A building asset maintenance strategy is in operation that maintains those assets to appropriate standards fit for their contemporary purpose and addresses the increased costs of maintaining additional buildings.	✓
	DCO	27.2 A parks and open space maintenance strategy is in operation that maintains those assets to appropriate standards fit for their contemporary purpose and addresses the increased costs of maintaining additional areas.	—
28 Emergency Management (DCO)	DCO	28.1 Plans are developed and implemented in partnership with emergency service agencies to provide emergency services and facilities to the City.	✓
29 Leadership (DCS)	DCS	29.1 A commonly shared long-term vision for the City underpins strategic collaboration and community engagement.	—
	DCS	29.2 A targeted program of advocacy and policy discussion is being conducted with the support of the community and City organisations around social, environmental, economic and infrastructure priorities.	✓

Issue	Director	Term Achievement	STATUS (as at Dec 2007)
30 Governance (DS)	DS	30.1 Council has implemented leading practice ethical and corporate governance standards.	✓
	DS	30.2 Council has reviewed its own role and operations and has adopted contemporary practices to best discharge its charter.	✓
	DS	30.3 A contemporary system of risk management and internal control is operating.	✓
	DS	30.4 The organisation is managing its statutory requirements and the needs of a participatory community in a transparent and balanced way.	✓
31 Program Selection and Delivery (CFO)	CFO	31.1 Services and programs that Council provides are determined based on equity, customer requirements, community benefits and best value.	✓
32 Providing Capacity (CFO)	CFO	32.1 Council provides adequate resources to deliver its program and has introduced measures to increase its capacity.	✓
	CFO	32.2 A sound long-term financial position is maintained in balance with pressures to provide new and expanded services.	✓
33 Management of the Organisation (DCS/CFO)	DCS/CF O	33.1 Council's operating culture is flexible, efficient, integrated and aligned to Council's strategic objectives and program delivery.	✓
	DCS/CF O	33.2 The principles of sustainability are central to Council's decision-making systems and processes and its operations.	✓
	DCS/CF O	33.3 The organisation embraces new technology, systems and processes to improve efficiency and effectiveness.	✓
34 Workforce Planning and Workplace (DCS)	DCS	34.1 Council provides a safe, supportive, equitable, and appropriately equipped workplace environment.	✓
	DCS	34.2 Council values its staff and its workforce culture is adaptable, harmonious, flexible and conducive to high levels of innovation, empowerment, motivation and productivity.	✓
	DCS	34.3 Council's workforce is appropriately planned and skilled and Council is an attractive employment choice for talented people.	⊖
