

13 November 2009

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 16 November 2009 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
General Manager

BUSINESS

1. **LEAVE OF ABSENCE**
2. **APOLOGIES**
3. **CONFIRMATION OF MINUTES**
Policy Review Committee Meeting - 21 October 2009.
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 Conflict of Interest – Significant and Less than Significant (The Code of Conduct requires Councillors who declare a significant non-pecuniary conflict of interest in an item to leave the meeting during discussion of that item)
5. **ADDRESSING THE MEETING**
6. **MAYORAL MINUTES**
7. **NOTICES OF MOTION**
8. **DELIVERY PROGRAM REPORTS**
9. **URGENT REPORTS (to be dealt with in the delivery program to which the item relates)**
10. **CONFIDENTIAL BUSINESS**

POLICY REVIEW COMMITTEE MEETING

MONDAY 16 NOVEMBER 2009

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MEETING CALENDAR

CONFIRMATION OF MINUTES

DELIVERY PROGRAM REPORTS

2009 MEETING CALENDAR

February 2009 - December 2009
(adopted by Council 8/09/08 and amended by Council 6/4/09)

	TIME	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
		Mon	Mon	Mon	Mon	Mon	Mon	Mon	Mon	Mon	Mon	Mon
Ordinary Council Meetings	7.30 pm	2		6	4❖		20	3	7✓	12	9	14
		23	23		25	29*		24	28^		30	
Policy Review Committee	7.30 pm		9			15	13		14@	19		7
		16#+	30@	27	18#		27	17		21	16#	

Meetings at which the Management Plan 1/4ly reviews are presented
 < Briefing to consider Draft Management Plan for 2009/2010
 ❖ Meeting at which the Draft Management Plan is adopted for exhibition
 * Meeting at which the Management Plan for 2009/2010 is adopted.

^ Election of Mayor/Deputy Mayor (meeting to commence at 7:00 pm)
 @ Strategic Program progress reports [only business]
 ✓ Meeting at which the 2008/2009 Annual Statements are presented
 ☆ Management Plan Councillor Briefings/Public Forum (June)

- 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). Should you wish to address Council, please contact the Public Officer, Glenn McCarthy on 4732 7649.

**UNCONFIRMED MINUTES
OF THE POLICY REVIEW COMMITTEE MEETING OF PENRITH CITY
COUNCIL HELD IN THE PASSADENA ROOM, PENRITH
ON MONDAY 19 OCTOBER 2009 AT 7:34PM**

PRESENT

His Worship the Mayor Councillor Kevin Crameri OAM, Councillors Jim Aitken OAM, Robert Ardill, Greg Davies, Mark Davies, Tanya Davies, Ross Fowler OAM, Ben Goldfinch, Jackie Greenow, Prue Guillaume, Marko Malkoc, Karen McKeown, Kath Presdee and John Thain.

LEAVE OF ABSENCE

Leave of Absence was previously granted to Councillor Kaylene Allison for the period 29 September 2009 to 1 November 2009 inclusive.

APOLOGIES

There were no apologies.

CONFIRMATION OF MINUTES - Policy Review Committee Meeting - 14 September 2009

PRC 71 RESOLVED on the MOTION of Councillor Greg Davies seconded Councillor Mark Davies that the minutes of the Policy Review Committee Meeting of 14 September 2009 be confirmed.

DECLARATIONS OF INTEREST

There were no declarations of interest.

DELIVERY PROGRAM REPORTS

A LEADING CITY

3 Penrith City Council Customer Survey 2009

Management Planning Coordinator, Ken Lim introduced the report and Simon Pomfret from IRIS Research gave a presentation on the Customer Survey Results for 2009.

PRC 72 RESOLVED on the MOTION of Councillor Jim Aitken OAM seconded Councillor Ross Fowler OAM

That the information contained in the report on Penrith City Council Customer Survey 2009 be received.

A CITY OF OPPORTUNITIES

**4 Penrith City Centre Association and St Marys Town Centre Association
2009-2010 Business Plans**

Acting City Centres Coordinator, Terry Agar introduced the report and invited Gladys Reed from Penrith City Centre Association and Peter Jackson – Calway from St Marys Town Centre Association who gave presentations on their achievements during 2008-2009 and Business Plans for 2009-2010.

His Worship the Mayor, Councillor Kevin Crameri OAM left the meeting, the time being 8:30pm.

His Worship the Mayor, Councillor Kevin Crameri OAM returned to the meeting, the time being 8:31pm.

Councillor Kath Presdee left the meeting, the time being 8:43pm.

Councillor Kath Presdee returned to the meeting, the time being 8:47pm.

PRC 73 RESOLVED on the MOTION of Councillor Jackie Greenow seconded Councillor Jim Aitken OAM

That:

1. The information contained in the report on Penrith City Centre Association and St Marys Town Centre Association 2009-2010 Business Plans be received
2. Funding for the Penrith City Centre Association and the St Marys Town Centre Association in the amounts of \$296,814 and \$222,670 be endorsed to be paid in four equal instalments at the beginning of each quarter.

A LIVEABLE CITY

8 New Region 1 Bus Network

Acting Design & Technical Advice Manager, David Yee introduced the report and invited Adrian Dessanti from NSW Transport and Infrastructure and Steve Timbrell from Westbus to answer any questions, that Councillors may have with the New Region 1 Bus Network.

Councillor Mark Davies left the meeting, the time being 8:52pm.

Councillor Mark Davies returned to the meeting, the time being 8:54pm.

His Worship the Mayor, Councillor Kevin Crameri OAM left the meeting, the time being 8:57pm.

His Worship the Mayor, Councillor Kevin Crameri OAM returned to the meeting, the time being 9:03pm.

Councillor Marko Malkoc left the meeting, the time being 9:23pm.

Councillor Marko Malkoc returned to the meeting, the time being 9:27pm.

PRC 74 RESOLVED on the MOTION of Councillor Greg Davies seconded Councillor Marko Malkoc

That the information contained in the report on New Region 1 Bus Network be received.

Councillor Greg Davies, left the meeting the time being 9:48pm.

Councillor Greg Davies, returned to the meeting the time being 9:49pm.

A LEADING CITY

1 Annual Report 2008-09

Councillor Karen McKeown stated she thought the Annual Report was very user friendly, was a great link to sustainability and the officers involved in the compilation of the Annual Report have done an outstanding job.

PRC 75 RESOLVED on the MOTION of Councillor Greg Davies seconded Councillor Marko Malkoc

That:

1. The information contained in the report on Annual Report 2008-09 be received
2. The Annual Report be endorsed by Council and forwarded to the Department of Local Government as required under the Act.

2 "Celebrate Penrith City 09" Final Report

Councillor Karen McKeown left the meeting, the time being 9:51pm.

Councillor Karen McKeown returned to the meeting, the time being 9:52pm.

PRC 76 RESOLVED on the MOTION of Councillor Robert Ardill seconded Councillor Ben Goldfinch

That the information contained in the report on "Celebrate Penrith City 09" Final Report be received.

Procedural Motion

PRC 77 RESOLVED on the MOTION of Councillor Robert Ardill seconded Councillor Karen McKeown that Item 5 be considered at the conclusion of Confidential Business.

A GREEN CITY

6 Glenmore Park Shopping Centre - Draft DCP amendment to Glenmore Park Town Centre Chapter of the Penrith DCP 2006

Councillor Greg Davies left the meeting, the time being 9:57pm.

Councillor John Thain left the meeting, the time being 9:59pm.

Councillor John Thain returned to the meeting, the time being 10:03pm.

Councillor Greg Davies returned to the meeting, the time being 10:03pm.

PRC 78 RESOLVED on the MOTION of Councillor John Thain seconded Councillor Ross

Fowler OAM

That:

1. The information contained in the report on Glenmore Park Shopping Centre - Draft DCP amendment to Glenmore Park Town Centre Chapter of the Penrith DCP 2006 be received
2. 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 the Glenmore Park Town Centre as attached to this report, be publicly exhibited
3. A further report is presented to Council following public exhibition of the draft Development Control Plan 2006 amendment, advising of the outcomes of exhibition and making further recommendations relating to the adoption of the draft DCP amendment.
4. Local sporting groups be notified in writing of the Glenmore Park Shopping Centre - Draft DCP amendment to Glenmore Park Town Centre Chapter of the Penrith DCP 2006

In accordance with Section 375A of the Local Government Act 1993, a DIVISION was then called with the following result:

For

Councillor Jim Aitken OAM
Councillor Robert Ardill
Councillor Kevin Crameri OAM
Councillor Greg Davies
Councillor Mark Davies
Councillor Tanya Davies
Councillor Ross Fowler OAM
Councillor Ben Goldfinch
Councillor Jackie Greenow
Councillor Prue Guillaume
Councillor Marko Malkoc
Councillor Karen McKeown
Councillor Kath Presdee
Councillor John Thain

Against

A LIVEABLE CITY

7 Neighbourhood Facilities Management Service Review

PRC 79 RESOLVED on the MOTION of Councillor Jackie Greenow seconded Councillor Karen McKeown

That:

1. The information contained in the report on Neighbourhood Facilities Management Service Review be received.

2. The Recommendations and Implementation Plan of the Neighbourhood Facilities Management Service Review as outlined in the report be adopted.

3. \$50,100 and \$32,000 to be allocated from the 2009/10 and 2010/11 Community Safety budgets and \$10,000 from the 2009/10 Risk Management budget respectively for the engagement of Morrison Low Consulting Pty Ltd for the development of the Neighbourhood Facilities Policy, Service Level Agreements, Guidelines and Procedures and the new Pricing Model (Fees and Charges).

Councillor John Thain left the meeting, the time being 10:13pm.

Councillor Marko Malkoc left the meeting, the time being 10:13pm

Councillor Jackie Greenow left the meeting, the time being 10:13pm

Councillor Karen McKeown left the meeting, the time being 10:13pm

CONFIDENTIAL BUSINESS

The meeting closed to consider Confidential Business, the time being 10:13pm

1 Presence of the Public

PRC 80 RESOLVED on the MOTION of Councillor Greg Davies seconded Councillor Ross Fowler OAM

Councillor Jackie Greenow returned to the meeting, the time being 10:15pm
Councillor Karen McKeown returned to the meeting, the time being 10:15pm.
Councillor John Thain returned to the meeting, the time being 10:15pm.
Councillor Marko Malkoc returned to the meeting, the time being 10:15pm.

A City of Opportunities

2 South Penrith Branch Library

This item has been referred to Committee of the Whole as the report refers to commercial information of a confidential nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) confer a commercial advantage on a competitor of the Council; or (iii) reveal a trade secret and discussion of the matter in open meeting would be, on balance, contrary to the public interest.

RESUMPTION OF BUSINESS IN OPEN COMMITTEE

The meeting resumed at 10:22pm and the General Manager reported that after excluding the press and public from the meeting, the Policy Review Committee met in confidential session from 10:13pm to 10:22pm to consider Item 2.

The General Manager reported that while in confidential session, the Committee resolved the confidential business as follows:

CONFIDENTIAL BUSINESS

2 South Penrith Branch Library

RECOMMENDATION

PRC 81 RESOLVED on the MOTION of Councillor Jim Aitken OAM seconded Councillor John Thain that the information contained in the report on South Penrith Branch Library be received.

A CITY OF OPPORTUNITIES

5 South Penrith Branch Library

PRC 82 RESOLVED on the MOTION of Councillor Ross Fowler OAM seconded Councillor Greg Davies

That:

1. The information contained in the report on South Penrith Branch Library be received
2. Council not take up the option of the revised lease offer for the South Penrith Branch Library in the redeveloped Southlands Shopping Centre.
3. Other innovative options for decentralised delivery of library services be evaluated as part of the current longer term review planning process.

There being no further business the Chairperson declared the meeting closed the time being 10:27pm.

DELIVERY PROGRAM REPORTS

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A LEADING CITY

Item

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1 Westpool

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1 Westpool

Compiled by: Ken Muir, Risk Management Co-ordinator

Authorised by: Vicki O’Kelly, Group Manager - Finance

Strategic Objective: *We demonstrate leadership, and plan responsibly for now and the future*

Strategic Direction: *We deliver services for the City and its communities, and maintain our long term financial sustainability*

Presenters: Andrew Armitstead - Westpool - Westpool Insurance Programs

Executive Summary

Council is a founding member of two local government insurance pools Westpool and United Independent Pools (UIP).

Westpool comprises the following Local Government bodies:

- Blacktown City Council
- Blue Mountains City Council
- Fairfield City Council
- Hawkesbury City Council
- Liverpool City Council
- Penrith City Council
- Parramatta City Council (joined 2003)
- Wollongong City Council (associate member 2009)

Westpool provides:

- insurance coverage for public and professional indemnity liability
- a forum for the management of insurance claims
- a forum for the exchange of best practice for prevention and minimisation of risk including encouragement to implement enterprise risk management
- training for member councils to help minimise risk
- a platform to pursue legislative change

UIP was formed by members of Westpool and Metropool to spread the risks, share resources and stabilise premiums. UIP comprises the following Local Government bodies:

- Westpool
- Auburn City Council
- Botany Bay City Council
- Holroyd City Council
- Hunters Hill Council
- Lane Cove Council
- Marrickville Council
- Rockdale City Council

UIP provides comprehensive motor vehicle and Industrial Special Risk (Property) insurance cover and has a total asset value of \$3.3 billion.

Current situation

Westpool is an excellent example of local government working together to effectively manage risk for their member councils. Westpool is a self insurance Mutual owned and operated entirely by participating Members. Westpool operates solely for the benefit of Members and offers a range of risk management and insurance products.

Apart from the full-time Executive Officer and a part time administration officer Westpool has an active Board and is supported by regular meetings of the Risk Managers and Finance Managers of the member Councils.

Councillor Fowler OAM was re-elected as Chair of Westpool at the recent AGM. It is Councillor Fowler's 17th successive term as Chair, and he was elected unopposed at Westpool's Annual General Meeting on Monday 12 October 2009.

Councillor Ross Fowler OAM has recently been elected as Chairman of United Independent Pools . UIP was formed in 2005 to reduce insurance costs through bulk purchase of insurance, and improve efficiency. It achieves value-for-money solutions to a wide range of insurance and risk management issues, including property and motor vehicle insurance, and provides a forum for exchange of information, ideas and resources for the benefit of members.

As noted in a Mayoral Minute of 12 October 2009 each year Westpool recognise best practice and Penrith City Council was awarded a Risk Management Excellence Award at Westpool's 2008-09 Annual General Meeting held that day. The annual Local Government Risk Management Excellence Awards recognise initiatives taken by Westpool member councils to manage and reduce risk. Council won the prestigious award for an external audit undertaken earlier this year which reviewed Council's Development Application process.

The Executive Officer, Westpool Andrew Armistead, will present information on the progress and benefits derived from participating in Westpool and UIP.

RECOMMENDATION

That the information contained in the report on Westpool be received

ATTACHMENTS/APPENDICES

There are no attachments for this report.

A CITY OF OPPORTUNITIES

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URGENT

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2 Penrith City Children's Services Cooperative Ltd

Compiled by: Janet Keegan, Children's Services Manager Operations

Authorised by: Janet Keegan, Children's Services Manager Operations

Strategic Objective: *We have access to what we need*

Strategic Direction: *Our City's services and facilities are provided equitably, and can be accessed by those in need*

Presenters: Max Friend - Chairperson, Penrith City Children's Services Cooperative Ltd - Report on Seventh Annual General Meeting of the Board

Executive Summary

To provide details to Council following the Seventh Annual General Meeting of the Penrith City Children's Services Cooperative Ltd (PCCSC). The Chairperson will be making a brief presentation to this meeting. The report recommends that the information be received and that Council underwrite the operations of the PCCSC for a further period of 12 months.

The PCCSC became effective from 1 January 2003 to manage Long Day Care, Pre School and Out of School Hours services sponsored by Council. In 2008 the Board also took on the management of St Marys Occasional Child Care following its co-location with St Marys Children's Centre. The structure is a Board of 15 members including seven parent representatives, three Councillors, one staff representative, three community representatives and a representative of the General Manager. The Board meets on a bi-monthly basis and operates under Council delegation as a non-trading entity. The Board looks at broad policy matters, sets the direction for Children's Services and makes major decisions that affect the provision of children's services. Parent Advisory Committees at each service level provide valuable input into the operational aspects of individual services.

The seventh Annual General Meeting of the Board was held in October 2009. The Chairperson of the Board will be in attendance tonight to make a short presentation which will focus on:

- The past Year
 - Highlights
 - Financial position
 - Issues arising
- The Year Ahead

Following are reports extracted from the Penrith City Children's Services Cooperative's Annual Report.

Chairperson's Report

It is with much pleasure that I present the Chairman's report to the seventh Annual General Meeting of the Penrith City Children's Services Cooperative Ltd.

The Cooperative, as a non-trading entity, has a delegated role to manage Council sponsored Children's Services and is made up of representatives from parents, staff, Councillors, the community and council officers. Council training for Board Directors during the period of review included training in Financial Programs for New Directors, facilitated by the Australian Institute of Company Directors.

Council appointed a new General Manager in 2008 and under a subsequent restructure, children's services now sits in the City of Opportunities theme in Council's Strategic Plan for the City under the People and Places group. Following a review of the Board's first strategic plan in late 2008, a new strategic plan (2009-2012) was developed identifying four major goals – being a leader in quality, sound financial management, enabling a skilled workforce and being known and respected as a provider of high quality not for profit services.

On Council's behalf, the Board manages 26 facilities encompassing 17 long day care, six pre schools, nine before and after school care, six vacation care and one occasional care service. Approximately 1,018 children aged 0-6 years attend our early childhood services daily and an average of 400 children aged 5-12 years attend before and after school services each day. Approximately 250 full-time equivalent children's services staff are employed in centre-based service delivery.

Following on from the previous year's favourable financial outcome, this year Children's Services has focussed on consolidating service delivery to the high levels expected by the community. In an effort to address some of the challenges faced during the year, the Board, along with the leadership and management team, have focussed attention on initiatives which will be discussed in this report.

During the year, Children's Services has strengthened its business model approach to the management of centres. The permanent appointment of a Business Coordinator dedicated to Children's Services has strengthened and streamlined business practices across all services. Regular reviews of centre performance have been undertaken with swift rectification action as required. Significant attention has been paid to the issue of fee payment and billing and management of debt and there has been substantial improvement in these areas.

Streamlining of processes and policies has continued in the last 12 months to achieve consistency in practice, maintain and improve upon corporate governance and ultimately to achieve the vision and mission of Children's Services. There have been many highlights within the last 12 months and a snapshot of these is captured in this annual report.

The Board is committed to ensuring that facilities are maintained and upgraded to enable the provision of safe and aesthetically pleasing environments for children, families, staff and visitors. These have included 10 playground upgrades and in addition, a number projects have proceeded with Asset Management/Maintenance funds. Children's Services was fortunate to receive funding through the Federal Regional and Local Community Infrastructure Program which enabled three major upgrades to be undertaken. One of the highlights of the year was the Yoorami OOSH upgrade which now enables the centre to meet

OOSH licensing when introduced and the National Standards. Feedback from children, families and staff is that the new building has been well worth waiting for.

The total costs of upgrades in this financial year was approximately \$648,755 (not including Yoorami OOSH).

Children's Services has continued to maintain strong partnerships with external bodies to add value and to ensure our centres remain contemporary and of high quality. Some of those partnerships are:

- University of Western Sydney Nepean – Professional Experience
- Macquarie University –STaR Project
- Brighter Futures
- MASC Project – IT in Cranebrook Project
- Corporate Partners for Change
- Braddock Play Time – Braddock Primary School and Connecting Cranebrook

Acknowledgement of quality services has been received through the National Accreditation and NSW Licensing mechanisms. Seven OOSH and 11 LDC centres underwent Accreditation during this period. These achievements are a reflection of the dedication and motivation of our professional and experienced teams of staff who strive to achieve excellence in care delivery and education to the children and families who access our services.

Financial Results

The annual report presents two sets of financials. The first, statutory reports present the operation of the Cooperative as a separate legal entity, which is a non-trading Cooperative. The second are management reports detailing the operations of those services managed on behalf of Council for the year ending 30 June 2009.

The services managed by the Cooperative had an operating surplus from Ordinary Activities of \$680,000 (2007/08 \$191,000) compared to a budgeted surplus of \$153,000. The surplus for 2008/09 was achieved from expenses from ordinary activities of \$13,863,000 (2007/08 \$13,285,000) an increase of 4.35% and revenues from ordinary activities of \$14,543,000 (2007/08 \$13,476,000) an increase of 7.9%.

Expenses from Ordinary Activities

Employee costs of \$12,098,000 (2007/08 \$11,522,000) an increase of 5.0%, excluding those costs funded by Grant programs, were under budget by \$141,000. Employee costs represented 87.3% (2007/08 86.7%) of the total expenses from ordinary activities.

Expenditure on materials and contracts and other expenses were \$1,765,000 (2007/08 \$1,664,000) an increase of 6.1%.

The Out of School Hours services also have commitments to repay capital expenditure undertaken by Penrith City Council for the provision of buses needed by the services to deliver children to and from school. These buses are funded on a rolling replacement program, which sees each bus replaced every five years; two buses are generally programmed

for replacement each year. The centres have an annual commitment of \$8,100 per centre. Kindana OOSH is also repaying funds advanced for extensions to the centre undertaken a number of years ago at the rate of \$6,100 per year. The combined cost of these commitments for 2008/09 was \$79,000.

Revenues from Ordinary Activities

Charges to parents for the provision of care were \$7,979,000 (2007/08 \$7,325,000) an increase of 8.9%. Government funding for Child Care Benefit and Economic Needs Funding was \$4,777,000 (2007/08 \$4,394,000) an increase of 8.7%. Combined revenues for the provision of care was \$12,756,000 (2007/08 \$11,719,000) an increase of 8.8%. This was \$146,000 below budget expectations.

Government grants utilised for operational and specific programs expenditure was \$1,611,000 (2007/08 \$1,584,000) an increase of 1.7%.

Utilisation rates are the key driver to revenue generation and financial viability of the services. For each service type the utilisation achieved in 2008/09 is listed below compared to the utilisation anticipated in the budget deliberations and the utilisation achieved for the 2008/09 financial year. It is very pleasing that long day care concluded the year with utilisation on target. Whilst some services did not achieve target others exceeded expectations.

Service Type	2008/09 Utilisation	2008/09 Budget	2007/08 Utilisation
Long day care	89%	89%	89%
Pre-school	67%	69%	58%
B&A Care	77%	76%	75%
Vacation Care	62%	72%	65%

Penrith City Council Contributions

In addition to their ordinary activities the services managed by the Cooperative entered into arrangements with Penrith City Council for funding global expenditure programs to be funded from centre operations or reserves established before the creation of the Cooperative. These arrangements fall into one of two categories.

Contribution to “pools” of money held on behalf of the services for future purposes. The Cooperative’s commitment to add to these pools for 2008/09 was \$255,000 (2007/08 \$249,000).

The second category provides expenditure of pre Cooperative reserves or fundraising reserves for specific projects or programs. For the year ended 30 June 2009 the amount of funds spent from these reserves was \$202,000 (2007/08 \$56,000).

Penrith City Council agreed to provide direct subsidy to the Cooperative services of \$223,000 to underwrite the expected operations of the Inclusion Support Scheme (ISS), and St Marys Occasional Care and to provide funding of \$1,000 to each vacation service for play equipment. These commitments between the Cooperative and the Council reduce a \$680,000 surplus into a \$446,000 surplus. This surplus is an excellent result for the services managed by the Cooperative in the current economic climate. The close monitoring of the Service’s

operations throughout the year has enabled this result to be achieved and provides some necessary equity to better position the services for coming years.

Conclusion

The Penrith City Children's Services Cooperative is strongly committed to the provision of quality not for profit services for children. Affordability continues to be the driving factor for utilisation levels across all service types and balancing this with viability is high on the Board's agenda. Lobbying and advocacy continues in an attempt to ensure that issues related to children's services, and particularly issues related to the not for profit sector, are raised and continue to have a high profile.

Our continued compliance with Licensing Regulations and Accreditation Standards is testament to the skill, motivation and dedication of our centre staff and the support provided by the Internal Coordination Unit.

The Board is under no illusion that the year ahead will hold many challenges as we strive to ensure our services remain viable within a climate of increased competition, legislation and regulation requirements and the maintenance of a skilled workforce.

In concluding, I would like to thank the centre parent advisory committees who work to support individual centres at the grass roots level and my Board Co-directors for their valuable input to the continued operations of the Penrith City Children's Services Cooperative. I would like to acknowledge Steve Hackett's contribution to the Board. Steve was the General Manager's representative and company secretary since inception and his guidance and broad perspective along the way has been appreciated. Finally, I would like to acknowledge the support of centre staff and the officers of the coordination unit who enable us to strive for excellence in service delivery and ensure quality services are maintained.

Children's Services Manager Operations Report

It is with pleasure that I present the Children's Services Manager Operations Report to the seventh Annual General Meeting of the Penrith City Children's Services Cooperative Ltd.

During the year, the new staffing structure for the Children's Services Department was implemented. The position of Children's Services Manager Operations (CSMO) oversees the management of the Department as a whole and the position of Children's Services Business Co-ordinator has responsibility for operational matters to support the CSMO and specified tasks and projects, e.g. business planning, financial planning and management, marketing and promotions. The Management Accountant for Children's Services and the Senior Human Resource Officer dedicated to Children's Services completes the internal management team.

Other workforce initiatives during the 2008/09 financial year have included:

- The implementation of permanent rotational staff members attached to geographical clusters of services for backfill for planned staff absences (e.g. RDOs, annual leave). Not only has this achieved significant cost savings but has resulted in greater continuity and
- consistency of staffing at the centre level.

- A continuous advertisement on Council's web site for Early Childhood trained Teachers. This has resulted in increased interest in vacancies at a time when there is a national shortage of Teachers.
- The employment of 21 trainees. Following their traineeships, these staff often progress to securing positions within Children's Services, some going on to further study at TAFE and University.
- The Children's Services Tertiary Bonus scheme with six employees enrolling for tertiary study.
- Participation in University and TAFE Open Days, career expos and student presentations to maintain our profile as an employer of choice.
- Involvement in the Corporate Partners for Change program which offers opportunity for training and subsequent workforce participation.
- The children's services staff conference and celebration. Feedback from this initiative was overwhelmingly positive with good outcomes in terms of networking, professional development and fun.
- Succession planning and opportunity for staff to take on higher grade duties.
- 17 recruitment campaigns have been conducted including Director, Cluster Director, Early Childhood Teacher, Child Care Aide, Child Care Assistant, Cook.
- Existing worker diploma level traineeships commenced in February 2009 with 15 staff members.
- Professional development opportunities have included risk management for managing children with aggressive behaviour, noticing change in children and children in nature. Some professional development is linked to legislative requirements with other training undertaken to support staff individual interests.

In addition to opportunities for professional development through internal and external workshops, conferences and inservice training, with the support of Council's Educational Assistance Program a number of children's services staff undertook studies in the 2008/09 financial year, some of which included:

- Diploma of Child Studies
- Bachelor of Teaching (Early Childhood)
- Bachelor of Education (Early Childhood)
- Post Graduate Certificate in Special Education

Council hosted an Evening of Recognition during the year for staff with more than 20 years service and this involved many children's services staff.

Children's Services continued its partnership with the University of Western Sydney (UWS) during this period in a number of ways. One innovative strategy has been the Professional Experience program whereby students undertaking Early Childhood tertiary study are assigned to individual services for practicum and come together with teachers and mentors for discussion and reflection. These students have the opportunity to submit expressions of interest for employment in children's services following their studies. An application for a Research Partnership Grant with the UWS was successful. This research is investigating perceptions of quality in early childhood across Penrith and has synergy with the children's services curriculum renewal program being rolled out.

Other partnerships adding value to the quality of service provision have included:

- Active After School program (Australian Sports Commission)
- Child Care Links (Federal Department of Families Housing Community Services and Indigenous Affairs)
- Munch & Move (NSW South West Area Health Service)
- Intervention Support Program (NSW Department of Education and Training)
- SCAN (Supporting Children with Additional Needs) funding (NSW Department of Community Services (DoCS))

Operational advocacy and lobbying has continued during this period. Opportunity was taken during the State Cabinet visit to St Marys in October 2008 to present an issues paper to the Minister for Community Services on preschool funding. A federal issues paper was presented to the Parliamentary Secretary for Early Childhood Education and Child Care and the Member for Lindsay in October 2008 on the need for a national planning framework. The Cooperative made a submission to the Senate Inquiry into the provision of child care in Australia following the collapse of ABC Learning. This submission focussed on the need to retain a robust not for profit children's services sector. Council made a submission on the review of the NSW Children's Services Regulation 2004. Commentary from the Board emphasised that whilst support of the 1:4 child staff ratio for children under two is strong, the Board is concerned with the impact this might have in terms of diminishing the number of places available for this age group.

Support to improve access for children with additional needs has been provided by the Commonwealth funded Inclusion Support Agency (ISA) through Inclusion Support Subsidies (ISS). This program builds the capacity of services through the development of service support plans to include children with high ongoing additional needs into mainstream services. Through ISS funding, our services have supported 130 children to access Long Day Care (LDC), Out of School Hours (OOSH) and Occasional Care services. ISS funding enables services to engage an additional staff member but there is a significant shortfall in the funding received and the cost of employing additional staff which needs to be met by services.

The vision of the Penrith City Children's Services Cooperative is a "*commitment to ensure early childhood experiences have a positive and profound outcome for the current and future development of Penrith City citizens who form our social and intellectual capital*". Programs such as the Inclusion Support Agency support this vision. Although these types of services come at a cost, research shows that one dollar invested in the early years has a seventeen dollar return on investment.

As indicated in the Chairman's report, utilisation of our services determines income levels. A children's services marketing and promotions plan has been implemented to ensure our point of difference and not for profit status is promoted. Some promotional events have included:

- Children's Week
- St Marys Spring Fair
- Welcome the Babies Ceremony
- Citizenship Ceremonies
- Council's Open Day
- Cranebrook Family fun day

The leadership team has been working with centres and the Occupational Health and Safety (OHS) team to ensure that we provide safe environments for staff, children and families. It is pleasing to note that there has been a reduction in the number of Children's Services workplace injuries for the 2008/09 period. There had been a spike in the number of injuries related to children with challenging behaviour and staff undertook professional development in this area.

The coming year will see a number of known challenges.

- Further consolidation of the rollout of the Child Care Management System (a federal initiative linking children's attendance and fee relief paid to families)
- Further federal initiatives related to the National Quality Framework
- Changes to funding
- The new Food Authority Regulation affecting LDC services
- Marketing and promotions
- Maintaining utilisation

The Internal Coordination Unit and support staff will need to keep abreast of emerging issues so that sound change management practices are adopted and the quality of service provision sustained.

Children's Services management would like to extend thanks to the Board for its commitment, vision and support over the last 12 months. With the Board's ongoing support and enthusiasm Penrith City Children's Services will continue to strive for excellence in leadership, quality and safety across all services. I would like to acknowledge the support of the Internal Children's Services Coordination Unit and extend my thanks to David Thorpe for his ongoing support of the Department in his role as Financial Accountant. In conclusion, special thanks and acknowledgement must be extended to the children's services centre staff for their hard work and commitment over this period. Without the dedication of our staff the service provided would not be at the level that meets expectations or that the community has come to expect.

Board of Directors

No significant changes in the state of affairs of the company occurred during the financial year; however there were some changes of Board Directors. Council should note that, at the seventh Annual General Meeting, as per the Rules of the Penrith City Children's Services Cooperative Ltd., Councillor Tanya Davies, Councillor Ross Fowler, Stacey Parker, Susan Day, Kylie Bradbury, Ciara Buzzi and Trina Horder retired and offered themselves for re-election. Linda Newman retired and did not offer herself for re-election as she now lives and works out of the area. This creates a vacancy for a community representative on the Board of Directors to be filled from a public call for nominations. Roger Nethercote, Rebecca Mott and Rebecca Zinghini filled casual vacancies on the Board since the last AGM and were formally reappointed at the AGM. Mr Max Friend was reappointed Chairperson and Sue Day appointed as Deputy Chairperson. Council's Group Manager-People and Places, Roger Nethercote, is the General Manager's representative and Company Secretary.

Comment by Financial Accountant – Entities to PCCSC Ltd

The services managed by the Penrith City Children's Services Cooperative Ltd achieved a net surplus from Ordinary Activities for the year ended 30 June 2009 of \$446,000 after allowing

for contributions to capital projects and provisions. This result was achieved by utilisation levels generally achieving their budgeted expectations, together with reducing the cost of relief staff to the services by closely monitoring staffing levels to utilisations and by introducing an innovative system of rotational staff to cater for the planned absences of permanent staff. These changes reduced the cost of relief staffing for the services from \$1,321,000 in 2006/07 to \$932,000 in 2007/08 and \$598,000 in 2008/09. As mentioned in the Children's Services Manager Operations report the introduction of the rotational staff has not only achieved significant cost savings but it has also resulted in greater continuity and consistency of staffing for the children within the centres.

The financial viability of the services continues to be influenced by a number of factors. Maintaining utilisation levels is vital to the financial wellbeing of the services. It is pleasing to note that in 2008/09 long day care finished the year with utilisation on target. Preschools however achieved below budgeted utilisation levels. The State Government have announced a revised funding model for preschools as a result of a National Partnership Agreement on Early Childhood Education between the State and Federal governments. This agreement seeks to ensure access to early childhood education delivered by a university trained teacher for 15 hours a week, 40 weeks of the year for all children in the year before they attend school. This new funding model provides additional funding to help reduce the cost of preschool care to this target group. The reduced cost of preschool care because of this funding should help to underpin the budgeted utilisation for preschools in 2009-10.

Conclusion

The establishment of the Penrith City Children's Services Cooperative in 2003, has proved to be an effective management model for the children's services sponsored by Council. The favourable outcome for the 2008/2009 financial year is a good achievement given the global financial crisis, and provides some necessary equity to better position the services for the coming years. The Board of Directors is well aware of the complexities of the operation of children's services and the challenges that this brings. Maintaining a balance between services that are viable, accessible and affordable is high on the Board's agenda. Sustaining the quality of service provision for which Council's services are known is a key driver.

RECOMMENDATION

That:

1. The information contained in the report on Penrith City Children's Services Cooperative Ltd be received
2. Council agree to underwrite the operation of Penrith City Children's Services Cooperative Ltd until the presentation to Council of the Penrith City Children's Services Cooperative Ltd Annual Report for 2009/10.
3. Council write to Linda Newman recognising her service on the Board of Directors since inception and thanking her for her contribution over many years.

ATTACHMENTS/APPENDICES

There are no attachments for this report.

3 Penrith Whitewater Stadium - Annual Report and Board of Directors

Compiled by: Glenn Schuil, Acting Executive Officer

Authorised by: Stephen Britten, Group Manager - Legal & Governance

Strategic Objective: *We play an active role in our communities*

Strategic Direction: *Our capacity and wellbeing is enhanced through the support of collaborative networks and partnerships*

Presenters: Deputy Mayor, Cr Ross Fowler OAM Chairperson - Penrith Whitewater Stadium Limited - Chairperson's Annual Report
Jack Hodge, Stadium Manager - Penrith Whitewater Stadium Limited - Stadium Manager's Report

Executive Summary:

Each year, following the Annual General Meeting of the Company, a report is presented to the Council on the year's activities, including the financial performance. The reports from both the Chairman and the Stadium Manager highlight the strong financial position of Penrith Whitewater Stadium and the success it has had achieving publicity as a national and international premier sporting facility. The venue has continued throughout the year to attract professional athletes, sporting championships and casual users, the participation rates in each activity are detailed in the report.

Annual Report

The Eleventh Annual General Meeting of the Company was held on 24 September 2009 for the period ended 30 June 2009.

The Chairman of the Board and Stadium Manager will be in attendance tonight to make a short presentation which will focus on:

- The Past year – highlights, financial position and issues arising; and
- The Year ahead.

Following are their reports that have been extracted from the Annual Report of Penrith Whitewater Stadium Limited (PWS).

Chairman's Report

It gives me much pleasure to present the Chairman's Report to the Eleventh Annual General Meeting of Penrith Whitewater Stadium Limited.

The operations for the year have produced a financial result that is very pleasing. Patronage for whitewater rafting and canoeing based activities remains healthy. Revenue for the year was \$2,471,294 which is marginally more than \$2,447,310 for 2008. The financial outcome for the year ended 30 June 2009 resulted in a surplus before depreciation, amortisation and

interest of \$408,550, a decrease of 8% when compared to the surplus achieved in 2008 of \$444,022. During the year some \$55,728 was spent on capital improvements.

The Stadium continues to contribute to the overall Penrith economy and to the advancement of the sport of canoe slalom both locally and internationally.

Penrith Whitewater Stadium continues to generate a great deal of publicity both nationally and internationally, adding to its reputation as one of the world's premier sporting facilities. Again the venue has successfully hosted both international and local competitions and has continued to attract a significant number of athletes who see the stadium as their preferred off-season training venue.

I would like to take this opportunity to thank Venue Manager, Jack Hodge and his management team (Simonetta, Jeff, Vicki and Stuart) for leading the organization throughout the year. Penrith Whitewater Staff continues to show great dedication and commitment to the business. The underlying enthusiasm and commitment of staff is fundamental to the venue's continuing success.

I would also like to thank my fellow directors for their continuing commitment and input to the operations of Penrith Whitewater Stadium. This year sees the retirement of Alan Stoneham and Karen McKeown and the appointment of David Burns, Kathryn Presdee, Jim Aitken, Kevin Cramer and the reappointment of Pat Sheehy. Alan and Karen have been Directors for a number of years and their enthusiasm and drive has been important in the development of the business. I wish them all the very best for the future.

Finally I would like to take the opportunity to congratulate the coach and members of the Australian Canoe Slalom Team on their successes throughout the year, particularly the excellent results achieved by Leanne Guinea, Rosalyn Lawrence and Jessica Fox at the 2009 Canoe Slalom World championships winning gold, silver and bronze medals respectively.

Stadium Manager's Report

Overall participation in the activities offered by PWS decreased in 2008-09 in the face of very challenging economic circumstances. Rafting decreased by 12% Canoe/Kayak by 23% but rescue courses increased by a very pleasing 225%

Whitewater rafting remains the most popular activity and the highest revenue earner for PWS. Rafting participation decreased from 23,632 to 20,760. Total revenue for rafting decreased by only 3.5% from \$1,766,824 to \$1,704,195 due to a 4.7% price increase.

Total income increased by 1% from \$2,447,310 in 2007-08 to \$2,471,295 in 2008-09. Total expenses increased by 0.6% from \$2,282,603 to \$2,297,323 resulting in a increase in operating profit from \$164,707 to \$173,971. Net profit decreased from \$98,374 to \$55,638 due to a 77% reduction in other income (bank interest & workers comp rebate) and a 17% increase in other expenses (PCC loan interest payments).

PWS maintained its strong support for the sport of canoe slalom throughout the year. The venue hosted the Australian Youth Olympic Festival Slalom in January, the Australian Open as part of the Slalom World Series in February and the Australian Team Selection Trials in

March and July. The venue also hosted the NSW State Slalom Championships, NSW Southern Zone Slalom Championships and the Australian Canoe Polo Championships in April. PWS facilitated over 455 hours of slalom training and races for Australian and International paddlers. This included 149 hours for the Australian team as part of the Canoe Slalom National Centre of Excellence (NCE) Agreement between PWS, the Australian Institute of Sport (AIS), the New South Wales Institute of Sport (NSWIS) and Australian Canoeing. The value of PWS's contribution to the agreement was approximately \$71,400.

PWS continued its support of various charitable and community organisations. This included the donation of 292 Gift certificates to the value of \$24,820 and the provision of swiftwater awareness training for river restoration volunteers to the value of \$9,720.

Thanks to all PWS staff for their assistance during the year. Thanks also to the PWS Board of Directors for their ongoing dedication and support. The successful operation of PWS relies upon the support of the general public and a network of companies and organisations. PWS would like to thank the general public, suppliers, venue stake holders and neighbouring organisations for their support and looks forward to working together more closely in the future to maximise the ongoing success of PWS and Penrith Lakes.

Board of Directors

The Constitution of the above Company provides, in part, that:

1. To provide continuity the members of the Board shall resign on a rotating basis. At the First Annual General Meeting, three (3) Directors (including one (1) Councillor) shall resign. At the Second Annual General Meeting, three (3) members shall resign (including one (1) Councillor). Thereafter, the members of the Board, except the Council Officer, shall resign after they have served on the Board for three (3) years after appointment or re-appointment to the Board.
2. All retiring Directors shall be eligible for re-appointment.

Council should note that Pat Sheehy was reappointed as a Director of PWS 26 February 2009. Ross Fowler and Rebecca Wright resigned as Directors as per the Constitution. Rebecca Wright did not seek reappointment and Ross Fowler was reappointed effective from the date of the Annual General Meeting held on 24 September 2009.

It was also resolved that the Council's Director of Special Operations, Mr David Burns be the Council's General Manager's representative and Company Secretary on the Board.

Councillor Ross Fowler OAM was re-appointed Chairman and Helen Brownlee OAM was re-appointed as Deputy Chairman of the Board.

Financial Accountant – Entities Comment

Penrith Whitewater Stadium achieved an operating surplus before depreciation, amortisation and interest charges of \$408,550 (2008 \$444,022). After accounting for depreciation, amortisation expenses \$224,767 (\$235,831) and interest expense \$128,146 (\$109,817) the Company reported a \$55,638 profit (\$98,374).

The company has again produced an operational surplus from its own operations. This is an excellent result given the economic climate in which it was achieved.

RECOMMENDATION

That:

1. The information contained in the report on Penrith Whitewater Stadium - Annual Report and Board of Directors be received
2. Council agree to underwrite the operation of the Penrith Whitewater Stadium Limited until the presentation to Council of the Penrith Whitewater Stadium Limited Annual Report for 2009-10.
3. Council note and support the Board's nomination of Councillor Ross Fowler OAM as a continuing Director of Penrith Whitewater Stadium.

ATTACHMENTS/APPENDICES

There are no attachments for this report.

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A VIBRANT CITY

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4 Penrith Business Alliance Limited Strategic and Business Plans

Compiled by: Craig Butler, Director - City Planning

Authorised by: Craig Butler, Director - City Planning

Strategic Objective: *We play an active role in our communities*

Strategic Direction: *Our capacity and wellbeing is enhanced through the support of collaborative networks and partnerships*

Presenters: Chairman and CEO - PBA - Strategic and Business Plans

Executive Summary

Penrith, like other Australian cities on the capital city fringes, will continue to experience the urban growth that has been a feature of its last three decades. The challenge is to build socially vibrant, economically viable and environmentally sustainable communities.

The above challenges are more significant because historically Australian growth areas have been undersupplied with the necessary diverse range of sustainable and quality employment opportunities.

Penrith has a significant jobs challenge ahead of it. This results from both past and future growth.

Sustainable economic growth for Penrith as a Regional city is one of the key platforms of activity for this council both now and into the future. The Penrith Business Alliance (formerly the Penrith Valley Economic Development Corporation) will be one of the principal delivery vehicles for meeting this challenge.

Background

Council is aware that the Penrith Valley Economic Development Corporation was reviewed and a new model developed.

A new Board was formed with broad representation from a range of key employment and development sectors. Council's representatives on the Board are Councillors Jim Aitken OAM and Ross Fowler OAM, and Director – Craig Butler.

The Board has appointed a Chief Executive Officer and developed both a Strategic and Business Plan. Also, it was determined that a more contemporary or appropriate name should be given to the entity. The Board has chosen Penrith Business Alliance Limited (PBA).

Key elements of the Strategic Plan are:

“Our Mission is... “To promote sustainable economic growth for Penrith as a Regional City through innovation, strategic alliances, enterprise development and investment attraction.”

Our Values are...

- *We will treat all our stakeholders with integrity, respect, fairness, and honesty.*
- *We will encourage innovation, creativity and teamwork*
- *We will respect and foster accountability and transparency*
- *We will promote sustainable growth*
- *We will be open in our communications*

Our Key Success Factors...

- *Our ability to influence people in key decision-making roles*
- *The strength of our brand and image*
- *The strength of our knowledge base*
- *The strength of our strategic alliances and partnerships*
- *The quality and diversity of jobs created in the local economy*
- *Our ability to create a more diversified local economic base*

Our Strategic Approach to Employment and the Regional

Economy *Our strategic imperatives are designed to address the key strategic challenges and contribute to the achievement of our vision and goals.*

The imperatives are:

- *Establish and market the new Economic Entity as the first port of call for investments and development in the Penrith Valley Region*
- *Promote the region's differential advantages (lifestyle, employment and business opportunities)*
- *Proactively influence government and its agencies to invest in the region*
- *Assist businesses to become established in the Region*
- *Actively assist businesses to compete and grow in the Region*
- *Provide high-level, expert advice on economic development to Penrith City Council*

Our Business Partners

- *Penrith City Council*
- *University of Western Sydney*
- *TAFE NSW*
- *Enterprise Connect*
- *NSW Business Chamber*
- *Business Enterprise Centre*
- *Chamber of Commerce*
- *Penrith City Centre Association*
- *St Marys Town Centre Association*
- *Penrith Valley Home Based Business Network*
- *Regional Development Australia Greater Sydney*
- *Department of Industry and Investment “*

The Business Plan and budget for 2009-10 were reviewed by the Board at its meeting of 27 October 2009. The Chief Executive Officer was asked to develop some key areas of focus from the Business Plan as it is quite broad and ambitious.

The PBA is funded from:

1. A transfer of funds previously allocated to Council's Economic Development department,
2. A special rate targeted at economic development, and
3. Future developer contributions.

1 & 2 above total \$616,780 in 2009-2010.

The deliverables required in return for this funding are broadly outlined in a Deed which, amongst other things, requires the preparation of an annual Business Plan. The Deed also requires that the Business Plan be submitted and agreed to by Council. It requires that performance against the Business Plan be reported to Council in association with a request for funding for the subsequent year. The PBA Chairman has made a written request for funding for the 2009-10 year.

The Chairman and the CEO will make a presentation to this meeting outlining the Strategic and Business Plans. The Business Plan has been reviewed and it appropriately reflects the functions which are required of the PBA through the Deed. If having received the presentation tonight Council agrees with the Business Plan then the Deed that has been previously approved by Council makes provision for half of the annual funding (\$308,390) to then be provided to PBA. The balance will be paid in approximately 6 months.

RECOMMENDATION

That:

1. The information contained in the report on the Penrith Business Alliance Limited Strategic and Business Plans be received
2. Council agree to the PBA Business Plan for 2009-10.

ATTACHMENTS/APPENDICES

There are no attachments for this report.