

9 November 2011

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 14 November 2011 at 7:30PM.

Attention is directed to the statement accompanying this notice of the business proposed to be transacted at the meeting.

Yours faithfully

**Craig Butler**  
**Acting General Manager**

### ***BUSINESS***

**1. LEAVE OF ABSENCE**

**2. APOLOGIES**

**3. CONFIRMATION OF MINUTES**

*Policy Review Committee Meeting - 31 October 2011.*

**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 TO RESCIND A RESOLUTION**

**8. NOTICES OF MOTION**

**9. DELIVERY PROGRAM REPORTS**

**10. REQUESTS FOR REPORTS AND MEMORANDUMS**

**11. URGENT BUSINESS**

**12. CONFIDENTIAL BUSINESS**



**POLICY REVIEW COMMITTEE MEETING**

**MONDAY 14 NOVEMBER 2011**

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**MEETING CALENDAR**

**CONFIRMATION OF MINUTES**

**DELIVERY PROGRAM REPORTS**

## 2011 MEETING CALENDAR

### January 2011 - December 2011

(adopted by Council on 29 November 2010, amended by Council on 28 February 2011, revised March 2011)

	TIME	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
		Mon	Mon	Mon	Mon	Mon	Mon	Mon	Mon	Mon	Mon	Mon	Mon
<b>Ordinary Council Meeting</b>	<b>7.30pm</b>		7 28#@	21	11❖	2 30#*	27	18	15#@	5✓ 19^ (7.00pm)	10∞	7 21#	12 (7.00pm)
<b>Policy Review Committee</b>	<b>7.30pm</b>	31	21	14	4	9	6	4	1 22	26	31	14	5
<b>Operational Plan Public Forum</b>	<b>6.00pm</b>					Wed 4							

- ❖ Meeting at which the Draft Operational Plan for 2011-2012 is adopted for exhibition
- \* Meeting at which the Operational Plan for 2011-2012 is adopted
- # Meetings at which the Operational Plan quarterly reviews are presented
- @ Delivery Program progress reports
- ^ Election of Mayor/Deputy Mayor
- ✓ Meeting at which the 2010-2011 Annual Statements are presented
- ∞ Meeting at which any comments on the 2010-2011 Annual Statements are presented

- Extraordinary Meetings are held as required.
- 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 Senior Governance Officer, Glenn Schuil.



**UNCONFIRMED MINUTES  
OF THE POLICY REVIEW COMMITTEE MEETING OF PENRITH CITY  
COUNCIL HELD IN THE PASSADENA ROOM, PENRITH  
ON MONDAY 31 OCTOBER 2011 AT 7:37PM**

**PRESENT**

His Worship the Mayor, Councillor Greg Davies, Deputy Mayor, Councillor Jackie Greenow and Councillors Kaylene Allison, Robert Ardill, Tanya Davies (arrived at 7:38pm), Ross Fowler OAM, Ben Goldfinch, Prue Guillaume, Marko Malkoc, Karen McKeown, Kath Presdee and John Thain.

**LEAVE OF ABSENCE**

Leave of Absence was previously granted to Councillor Mark Davies for the period 10 October 2011 to 8 November 2011 inclusive.

**APOLOGIES**

PRC64 RESOLVED on the MOTION of Councillor Ben Goldfinch seconded Councillor Marko Malkoc that apologies be received from Councillors Kevin Crameri OAM and Jim Aitken OAM.

**CONFIRMATION OF MINUTES - Policy Review Committee Meeting - 26 September 2011**

PRC65 RESOLVED on the MOTION of Councillor Marko Malkoc seconded Councillor Ben Goldfinch that the minutes of the Policy Review Committee Meeting of 26 September 2011 be confirmed.

**DECLARATIONS OF INTEREST**

Nil.

**DELIVERY PROGRAM REPORTS**

**A CITY OF OPPORTUNITIES**

**3 [Penrith Whitewater Stadium - Annual Report and Board of Directors](#)**

Councillor Ross Fowler OAM introduced the report and invited Jack Hodge, Stadium Manager from Penrith Whitewater Stadium Ltd. to give a presentation.

Councillor Prue Guillaume left the meeting, the time being 7:42pm.

Councillor Prue Guillaume returned to the meeting, the time being 7:56pm.

PRC66 RESOLVED on the MOTION of Councillor Jackie Greenow seconded Councillor Kath Presdee

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 2011-12.

3. Council note and support the appointment and re-appointment of the persons named in the report to the Board of Directors of Penrith Whitewater Stadium Ltd.

## **A VIBRANT CITY**

Councillor Ross Fowler OAM left the meeting, the time being 8:02pm.

Councillor Ross Fowler OAM returned to the meeting, the time being 8:04pm.

### **4 [St Marys Town Centre Association - Annual Business Plan for 2011-12](#)**

Group Manager People and Places, Roger Nethercote introduced the report and invited Steve Perry from St Marys Town Centre Association to give a presentation.

PRC67 RESOLVED on the MOTION of Councillor Jackie Greenow seconded Councillor Tanya Davies

That:

1. The information contained in the report on St Marys Town Centre Association - Annual Business Plan for 2011-12 be received.
2. Funding for the St Marys Town Centre Association be endorsed in the amount of \$242,059 and be paid in instalments at the beginning of each quarter.
3. A letter of appreciation be sent to Bryan Spencer and David Hill and a letter of thanks and congratulations be sent to the St Marys Town Centre Association.

## **A LEADING CITY**

Councillors Tanya Davies and Jackie Greenow left the meeting, the time being 8:27pm.

Councillor Tanya Davies returned to the meeting, the time being 8:28pm.

Councillor Jackie Greenow returned to the meeting, the time being 8:29pm.

### **1 [Delivery Program 2009-2013 - Outcomes of the 2 Year Review](#)**

Councillor John Thain left the meeting, the time being 8:49pm.

Councillor John Thain returned to the meeting, the time being 8:50pm.

PRC68 RESOLVED on the MOTION of Councillor Jackie Greenow seconded Councillor Marko Malkoc

That the information contained in the report on Delivery Program 2009-2013 - Outcomes of the 2 Year Review be received and noted.

**2 Reporting under the Public Interest Disclosure Act 1994**

Councillor Kath Presdee left the meeting, the time being 8:51pm.

Councillor Kath Presdee returned to the meeting, the time being 8:53pm.

PRC69 RESOLVED on the MOTION of Councillor Tanya Davies seconded Councillor Marko Malkoc

That:

1. The information contained in the report on Reporting under the Public Interest Disclosure Act 1994 be received.
2. The Public Interest Disclosure Act 1994 internal reporting system policy be adopted with the deletion of paragraph 5 on page 7 of the report.

**A VIBRANT CITY**

**5 Transportation of restricted solid waste to SITA landfill facility**

PRC70 RESOLVED on the MOTION of Councillor Prue Guillaume seconded Councillor Marko Malkoc

That:

1. The information contained in the report on Transportation of restricted solid waste to SITA landfill facility be received.
2. Council write to the Premier of NSW, Leader of the Opposition and Local State Members of Parliament expressing Council's continued opposition to receiving any waste from Hunters Hill at the Kemps Creek SITA landfill facility.
3. A further Urgent Report be presented to an Ordinary Council Meeting detailing the State Government's new proposal of transferring waste from Hunters Hill and how the waste will be processed at the SITA site at Kemps Creek.
4. Council write a letter to Liverpool City Council advising the Council what Penrith City Council is proposing in relation to the transportation of restricted solid waste to the SITA landfill facility at Kemps Creek.

There being no further business the Chairperson declared the meeting closed the time being 9:26pm.





## DELIVERY PROGRAM REPORTS

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2	<a href="#"><u>Draft Penrith Accessible Trails Hierarchy Strategy (PATHS)</u></a>	11
<b>A VIBRANT CITY</b>		
3	<a href="#"><u>Penrith Performing and Visual Arts Ltd - Annual Report</u></a>	19



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## **A LEADING CITY**

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## **A CITY OF OPPORTUNITIES**

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## **A GREEN CITY**

There were no reports under this Delivery Program when the Business Paper was compiled



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## A LIVEABLE CITY

Item	Page
1 <a href="#">City of Penrith Regional Indoor Aquatic and Recreation Centre Ltd - Annual Report and Board of Directors</a>	1
2 <a href="#">Draft Penrith Accessible Trails Hierarchy Strategy (PATHS)</a>	11





**1 City of Penrith Regional Indoor Aquatic and Recreation Centre  
Ltd - Annual Report and Board of Directors**

**Compiled by:** Adam Beggs, Governance Officer

**Authorised by:** Glenn Schuil, Senior Governance Officer

<b>Objective</b>	<i>Our public spaces encourage safe and healthy communities</i>
<b>Community Outcome</b>	<i>A City with active and healthy communities (19)</i>
<b>Strategic Response</b>	<i>Provide community facilities, and recreation and leisure programs, that encourage healthy activity (19.1)</i>

**Presenters:** Mayor, Cr Greg Davies - Penrith Regional Indoor Aquatic & Recreation Centre Ltd - Chairperson's Report  
Greg Crawford - General Manager - "Ripples" City of Penrith Regional Indoor Aquatic & Recreation Centre Ltd

**Executive Summary**

The report to the Council details the performance of the City of Penrith Regional Indoor Aquatic and Recreation Centre Ltd for the financial year 1 July 2010 - 30 June 2011.

The reports from both the Chairperson and the General Manager highlight that a number of significant achievements have occurred within the Centre over the last 12 months. Financially the company had a net profit to budget of \$63,964 compared to a loss of \$131,516 the previous year. Income was up by 3.1% and expenses were down by 2%.

Membership income increased by 4.1% and total visitations to the centre increased by 2% on the previous year. Hydrotherapy increased revenue by 25% on the previous year.

Important partnerships were established with local business and community groups.

Ripples invested \$122,599 into repairs and maintenance of council's asset.

The swim club moved from 29<sup>th</sup> to 9<sup>th</sup> in the state club rankings.

The report recommends that the information be received and the Council agree to underwrite the Company for a further period of 12 months until the presentation of the Penrith Regional Aquatic and Recreation Centre Ltd Annual Report for 2011/2012.

**Background**

This report to Council follows the seventeenth Annual General Meeting of the Company held on 8 November 2011 for the financial period 1 July 2010 to 30 June 2011.

The Chairperson of the Board, Councillor Greg Davies and the General Manager, Greg Crawford will be in attendance tonight to make a short presentation. Extracts from the

company's most recent annual report are provided below. These give an overview of key aspects of the business during the period July 10 – June 11.

### **Chairman's Report**

I am pleased to present the Chairman's Report for the 17th Annual General Meeting of the City of Penrith Regional Indoor Aquatic and Recreation Centre Limited.

I wish to thank the Management and Staff of Ripples and the Board of Directors for the time and effort they have put in. The attitude of staff at Ripples is commendable and is one of the reasons we are a better choice than our competitors.

All staff will be aware of the proposal for the roof restoration next year and whilst this will have an impact, Ripples will be doing everything possible to minimize any disruption or effects on our loyal staff.

The year has seen the resignation of two staff that should be acknowledged, being CEO Erik Henriksen & Louise Dawson and I thank them for their service. I must however make particular mention of CEO Greg Crawford for his efforts since taking over from Erik, particularly with his focus on marketing Ripples to new members, and my congratulations to all the other staff who have stepped up to the plate in the modified structure.

I again pass on my thanks to both maintenance and office staff of Penrith Council for all their assistance.

Operating figures for the Company are detailed elsewhere in the business paper for Directors information.

I welcome new board member Marlene Shipley who will be an asset to the board and thank all those present board members who have so willingly given their unpaid time and assistance to Ripples.

Whilst I am looking forward to continuing board membership, I am however stepping down as Chairman. I think that it is appropriate now to hand the reins to one of our community representatives in order to emphasise the standing of this board as a separate entity to Council albeit Council gives much support to the continuing operations of Ripples.

My thanks to the board for your help over my period as Chair.

On that note may I pass on my best wishes for Christmas and the New Year to all board members and staff at Ripples.

Councillor Greg Davies  
CHAIRMAN  
BOARD OF DIRECTORS

## **Ripples General Manager's Report**

### **OUR PURPOSE IS:**

To provide leisure, medical and educational activities to the Western Sydney region which upholds the centre's primary purpose of being first in fun and fitness every time.

### **WE ARE DOING THIS BY:**

- Working with Penrith City Council to develop and maintain high quality facilities
- Ensuring safe, healthy, secure and environmentally sustainable conditions for our staff and all users, and high levels of customer service
- Managing limited resources sustainably
- Providing facilities and programs that focus support for:
  - the provision of leisure, medical and educational outlets for the wider St Marys area
  - the provision of low cost recreational services
  - the health and fitness needs of the local community
  - community engagement
  - the development of lifelong practices that will improve people's wellbeing
  - fun and enjoyment as a recreational activity

### **In 2010-2011**

#### **Ripples St Marys Leisure and Hydrotherapy Centres**

- attracted 493,417 visitors to the Centres, an increase of 2% from the previous year
- increased income by 3.1% while decreasing expenses by 2% on the previous year
- had 17,444 enrolments in our Learn to Swim program
- taught over 900 school children to swim in the school swimming physical education program
- instructed 27,730 people in group fitness classes
- conducted over 2,800 group exercise classes
- moved from 29th in the state to 9th in overall swimming rankings and are now ranked the best swim squad in the region
- increased gym membership income by 4.1%
- provided 2,619 rehabilitation sessions
- Increase revenue for Hydrotherapy by 25%

#### **Ripples St Marys Leisure and Hydrotherapy Centres contributed to Penrith City Council's vision by:**

##### **1. A Leading City**

##### **We contribute by**

- Offering high quality sport, leisure and recreational facilities
- The delivery of programs and services that exceed industry expectations and requirements

**2010-2011 Outcomes**

- Nominated as a finalist for the local business awards
- Corporate membership with industry bodies including Austswim, Swim Australia, Fitness Australia, the Australian Leisure Facilities Association and Royal Life.
- Introduction of additional services including short course based Yoga classes and upgrades to fitness and aquatic equipment

**2. A City of Opportunities**

**We contributed by**

- Building ties with local business to foster opportunities through partnerships
- Providing employment opportunities for the wider community
- Providing opportunities for people to take charge of their lives through healthy initiatives
- Providing avenues to pursue personal goals

**2010-2011 Outcomes**

- Raising approximately \$5,000 for the Samuel Morris Foundation
- Provided sponsorship to local sporting teams and the Ripples Swim Club
- Providing support for people in financial difficulty (via reduction in fees etc)
- Business partnerships with Sydney West Integrative Clinical Health
- Fostered relationship with the St Marys Band Club allowing access to their membership data base
- 493,417 visits to the centres
- Several gold medals at state swimming meet and now ranked 9th in state
- Employment of approximately 110 staff from the wider community
- \$61,000 spent on staff training and welfare

**3. A Green City**

**We contributed by**

- Application for several green grants to reduce overall carbon footprint (pending)
- Staff awareness programs to reduce consumption
- Consultation with Council to develop green initiatives

**2010-2011 Outcomes**

- Reduced energy consumption by 12.1% compared to previous year
- Reduced water consumption by 20.1% compared to previous year
- Investment into water saving technologies (R&M)

**4. A Liveable City**

**We contributed by**

- Providing safe, affordable and attractive recreational facilities and activities for the wider community
- Offered a range of facilities and services that enhance people's wellbeing and quality of life

### **2010-2011 Outcomes**

- Attracted 493,417 visit to centres
- Conducted 2,619 professional rehabilitation sessions
- Upgrades to pool filtration systems and processes
- Installation of sun smart shading around outdoor pool
- Invested \$123,000 in repair and maintenance to maintain council's asset
- Upgrades to air handling systems to increase user comfort levels and reduce corrosion on fixtures

### **5. A Vibrant City**

#### **We contributed by**

- Providing not only a outlet for physical and recreational activities but social ones as well
- Create opportunities for people from minority or disadvantaged groups to integrate and associate within the wider community
- Help foster community spirit through community engagement and integration

### **2010-2011 Outcomes**

- Helped raise over \$5000 for the Samuel Morris Foundation
- Provided numerous prizes for local schools, charities and community groups
- Sponsored the St Clair U6 Rugby League Team for 2011
- Conducted member nights out, social events such as a day at the races and group events such as the City to Surf Fun Run
- Conducted fun "Open days" and participated at school fete's, community days and festivals

I would like to acknowledge our appreciation of the following in their support for Ripples in 2010-2011.

- The Ripples Board of Directors
- Penrith City Council and their staff
- The Samuel Morris Foundation
- St Marys Band Club
- Previous management and staff with special regards to Erik Henricksen and Louise Dawson

I would also like to thank my management team and all Ripples staff for their valuable contribution in 2010-2011. In challenging times their efforts and commitment is certainly welcomed.

**Gregory Crawford**  
**RIPPLES GENERAL MANAGER**



### **Business Support Accountant's Comment**

The City of Penrith Regional Indoor Aquatic and Recreation Centre Ltd achieved, during the 2010-11 financial year, a deficit before Council's subsidy of \$596,036. After Council's subsidy to the company of \$660,000, a surplus for the year of \$63,964 was achieved. This result is up on the 2009-10 financial year, which saw a deficit of \$131,516 taking into account Council's subsidy of \$660,000.

The 2010-11 financial year saw improved results when compared to the previous year resulting from increased income of 3.79% from \$3,087,958 in 2009-10 to \$3,204,941 and decreased expenditure of 2.02% from \$3,879,474 in 2009-10 to \$3,800,986. As mentioned by Ripples General Manager's Report, the centre experienced overall increased patronage of 2% in 2010-11, having decreased by 4.7% in 2009-10. Decreases in expenses were mainly as a result of savings in administration expenses.

### **Board of Directors**

The Constitution of the Company provide, 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.

The Constitution of the Board caters for continuity and refreshment by requiring that Directors resign after they have served on the Board for three years. Retiring Directors are eligible for re-election.

This process was followed at the recent AGM. The Directors nominated for re-election and that was approved by the Board.

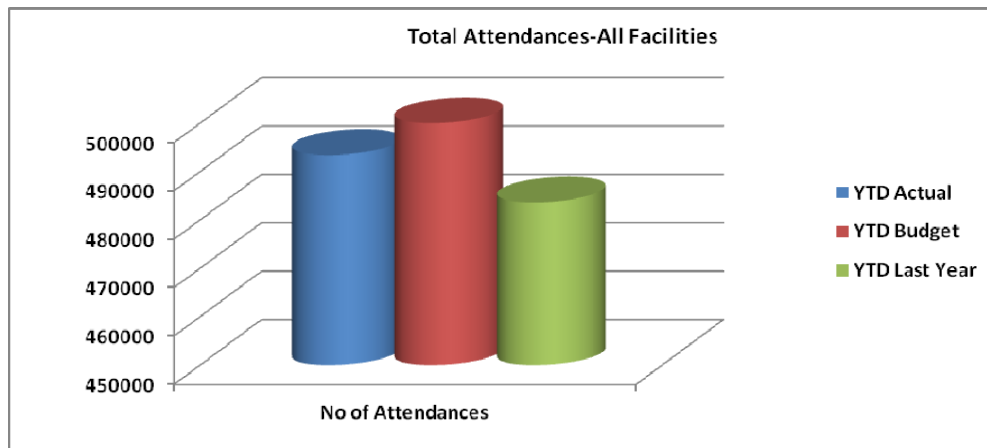
Council's Director, Mr Craig Butler remains on the Board as Council's General Manager's representative and Company Secretary.

### **Highlights for the Year**

A number of the highlights for the year are provided below:

- Increasing revenue by 3.1% while decreasing expenditure by 2%
- Generating a net profit surplus to budget of \$63,964
- Reducing energy consumption by 12.1%
- Reducing water consumption by 20.7%
- Restructure that better aligned business units
- The success of the Ripples Swim Club that moved from 29<sup>th</sup> in the state to 9<sup>th</sup>
- Increasing gym membership income by 4.1%
- Building relationships with the Samuel Morris Foundation and the St Marys Band Club
- Upgrades to the 50m outdoor pool pump systems
- Construction of new water proof shade structure

Total attendance for the year was up on the previous year but down on budget.



### Health and Fitness

Health and Fitness was down substantially on budget but up on income from the previous year. During the second half of the year membership numbers grew as did income which is a positive trend. Other peripheral programs such as Personal Training, Heart Moves and Fit Kid programs all underperformed and a review of these programs will be needed to identify opportunities.

Increased competition is the biggest threat to the performance of Health and Fitness. A large 24hr gym opened in August 2011 which will have some affect on membership numbers and subsequently income. The key to ongoing success will be to ensure we cater for our core market (high service/35-65 family orientation) while offering niche specific programs and services such as health rehabilitation, children's programs and personalised/small group fitness programs.

### Hydrotherapy

Hydrotherapy performed strongly with 12 out of 14 income streams being better than budget and net profit increasing by 22%. The strongest performers were Rehabilitation Programs and Memberships. Expenses were significantly higher than the previous year which is to be expected with an increase in income but it is disproportionate to this increase. Moving forward, it will be imperative to ensure income gains are not eroded by increases in expenses.

### Aquatics

To budget, there was a large negative variance to budget with income missing expectations by over \$200K. There was \$88K in associated savings but the net difference was a \$116K negative variance to budget. Income however grew by 4.3% on the previous year and expenses decreased by 6.4%. This would indicate that the budget expectation was optimistic as the net profit result improved by 155% on the previous year.

Another cool wet summer period affected most of the income streams. Casual visits are the obvious victim but Learn to Swim also paid for a cool start to summer and a cold snap in early April. February was actually quite hot and as a result the monthly results for Casual

visits and Cafe sales bettered budget indicating that with good weather, budgetary figures may be achievable.

Learn to Swim (LTS) income which is the largest income stream for the company increased by 6.3% from the previous year. The biggest challenges facing LTS are increased competition and the ability to attract and retain enough swim teachers. The latter becoming more evident in the second half of the financial year where program capacity was being dictated by how many instructors were available (as opposed to centre capacity and enrolments).

### **Administration**

There was a large variance in net Profit/Loss for Administration with the bulk of the difference resulting from savings in expenses. Ripples came under Councils Insurance Policy as of last year and this led to significant cost savings for the company.

### **Cafe**

The Cafe performed poorly all year which in part can be attributed to poor weather during the critical warmer months. February had good seasonal weather and the Cafe achieved budget in this month. The cafe actually performed better than the previous year but was well short of budget. In moving forward, it is my opinion that the whole Cafe area needs remodelling and hours of operation need to be reassessed as this service cost the centre \$23K. At the very least it should be cost neutral.

### **Pool Shop**

The Pool Shop also performed poorly however the budget expectation was unrealistic. Based on previous years result, the budget anticipated an increase in income of 23%. The marketing mix was wrong as there were too many competing brands and the promotion materials and shop front were outdated and ineffective. Poor weather contributed to this result but with a better marketing mix and realistic budget, the result will be stronger.

### **Merchandise**

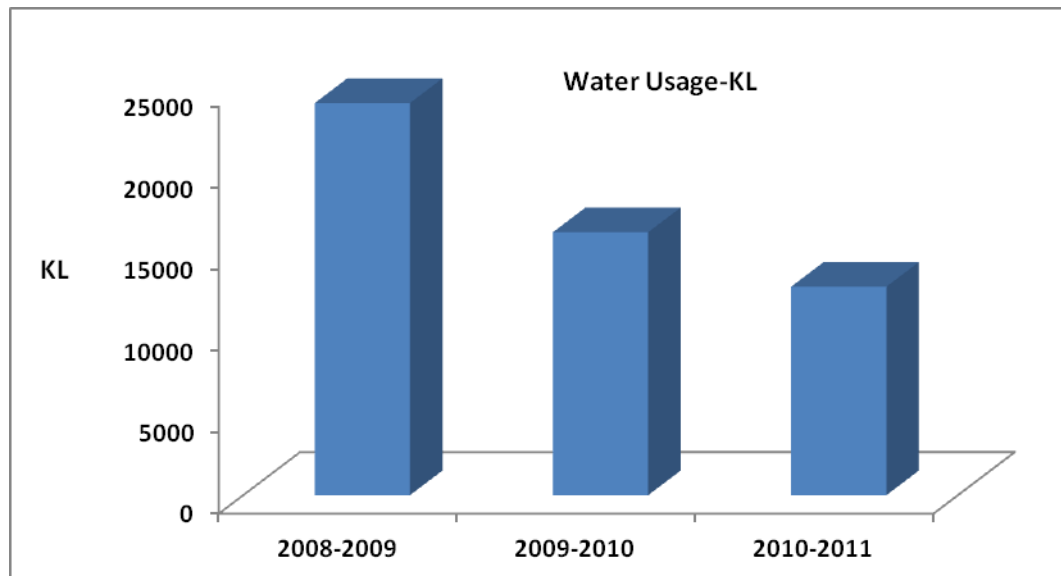
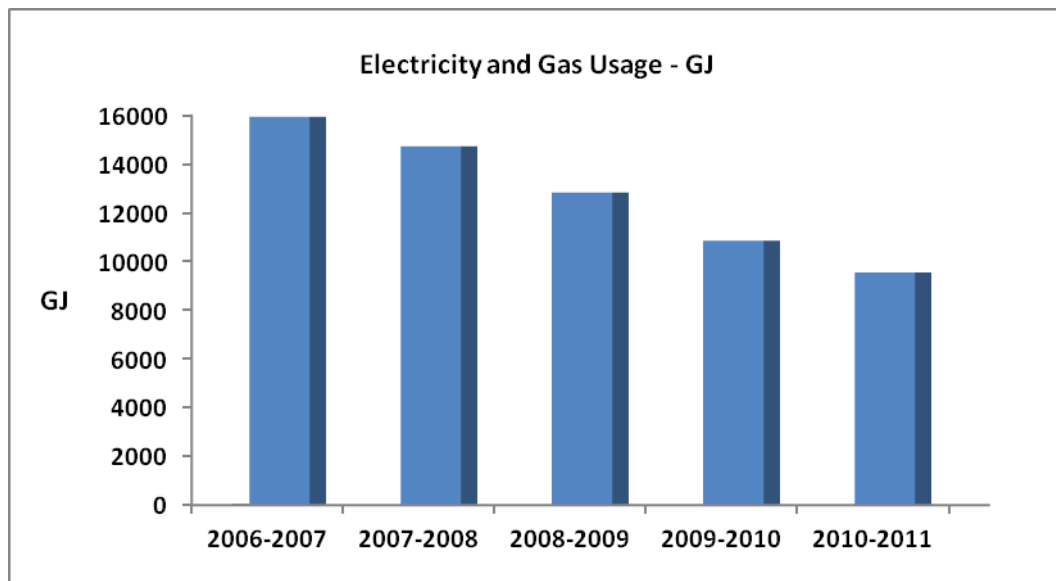
The Crèche performed below expectations. In May 2011 a decision was made to make the Crèche free for members. As the Crèche is a service for members (and also staff for our LTS program) its core function is to facilitate growth in other areas. Crèche usage did go up when the fee was removed and time will tell if this was the right move but my opinion is that a Crèche is an essential service for these types of facilities.

**Staff Costs:** YTD, staff related expenses have a \$206K favourable budget variance. Across all business units, staff related expenses were controlled compared to budget expectations. Actual wages were up approximately 4% compared to the previous year which is reflective of scheduled salary rises (2.2%) and increases in revenue (3.1%). There were large saving were made on Workers Compensation Insurance and Staff Provisions.

### **Total Income to Total Staff Expenses Ratios:**

**2010-2011** = \$1:\$0.68

**2009-2010** = \$1:\$0.74



### The Year Ahead

- Roof replacement and refurbishment of Indoor main pool complex is scheduled between April and August 2012
- Changes to Learn to Swim program to go to a perpetual term structure
- Addition of new water feature and shade structures
- Increased integration with local business, schools and community groups to drive income generating initiatives
- Collaborative partnership with the St Marys Band Club to drive brand awareness
- Focus on peripheral income streams such as personal training and program based activities
- Development of strategic plan and new OH&S systems

**RECOMMENDATION**

That:

1. The information contained in the report on City of Penrith Regional Indoor Aquatic and Recreation Centre Ltd - Annual Report and Board of Directors be received
2. Council agree to underwrite the operations of the City of Penrith Regional Indoor Aquatic and Recreation Centre Ltd until the presentation to the Council of the City of Penrith Regional Indoor Aquatic and Recreation Centre Ltd Annual Report for 2011/2012.

**ATTACHMENTS/APPENDICES**

There are no attachments for this report.

## 2 Draft Penrith Accessible Trails Hierarchy Strategy (PATHS)

Compiled by: Adam Wilkinson, Engineering Services Manager

Authorised by: Adam Wilkinson, Engineering Services Manager

<b>Objective</b>	<i>Our physical infrastructure is adaptable, and responds to changing needs</i>
<b>Community Outcome</b>	<i>A City with an integrated local road and pathways network (16)</i>
<b>Strategic Response</b>	<i>Improve the City's footpath and cycleway network (16.3)</i>

### Executive Summary

The purpose of this report is to present to Council, for consideration, the Draft Penrith Accessible Trails Hierarchy Strategy (PATHS) and to seek endorsement to place the Draft PATHS on public exhibition. The Draft PATHS is provided under separate cover, and made available on the Council website.

The Draft PATHS establishes a strategic plan for the development of a comprehensive, interconnected shared pathway network across the City.

The report recommends that the Draft PATHS be endorsed for the purpose of public exhibition.

### Introduction

It is widely acknowledged that a well designed, interconnected shared pathways network across the City will provide the community with valuable recreational and transport facilities and opportunities. These facilities will have significant benefit in terms of health and social aspects, whilst at the same time promoting cycling as a legitimate form of transport, reducing the reliance on the private motor vehicle.

The Draft PATHS, provided under separate cover to this report, has been developed in response to prior research including the People's Lifestyle Aspirations and Needs Study (PLANS) that identified the need to improve the City's pathways and cycleways for destination and recreational purposes. The development of an integrated network, with a particular focus on delivering quality off road shared paths where possible, will facilitate safer and more effective personal mobility options for those who choose to seek a healthy and sustainable alternative to motor vehicle use, particularly for shorter trips to and from key trip generators within the City. Improvements to the shared pathways and cycleways network will also improve passive recreation opportunities for residents to participate in healthy exercise pursuits, which is consistent with our City's sustainability and liveability objectives.

The advantages of the Draft PATHS are far reaching, but importantly will provide Council with a strategically focussed plan and implementation strategy. This will assist in the co-ordinated delivery of an interconnected network of shared pathways across the City, and facilitate pursuit of funding opportunities as they arise.

## **Background**

The PLANS research that was adopted by Council in March 2004 identified the need to improve the pathway and cycleway network in the City of Penrith as one of the top five priorities for improvement.

The current Penrith City Delivery Program (2009–2013) identifies a number of key priorities which include the goal for a liveable City that our physical infrastructure is adaptable, and responds to changing needs. Council’s strategic response includes the need to improve the City’s footpath and cycleway network, with the priorities to implement Council’s shared path and cycleway network and to investigate options for a new shared pathway across Victoria Bridge.

In addition, there have been significant bodies of work undertaken to assess the local transport needs (Penrith Integrated Transport and Land Use Strategy – 2008) and more recently the Penrith Bike Audit by GTA Consultants (2009) which highlighted the need for existing and future cycling facilities to meet the requirements of the current NSW bicycle design guidelines, and a number of key strategic routes were proposed. All of the major recommendations from this prior research have been incorporated into this Draft Strategy.

The Draft PATHS proposes an integrated network of shared pathways to link major City Centres and trip generators, while also recommending priority guidelines that can be used to guide the future pathways implementation program in stages as funding becomes available.

The intention of the Draft PATHS is not to duplicate the work that has already been undertaken, but to use this work as the basis for the proposed development of an integrated City-wide shared pathways network with a focus on the delivery of quality off-road shared paths where possible, while it is also necessary to use on-road shoulder and mixed traffic lanes at various locations where off-road shared paths are not possible or feasible.

The Draft PATHS will complement the existing path paving (1.5m footpath) program that is implemented annually at strategic locations across the City. Similar to our road networks, the shared pathways network (PATHS) is developed based on a hierarchy of routes and infrastructure to meet a defined need.

## **Draft PATHS**

The Draft PATHS network establishes a hierarchy of shared pathways that provide both destination and recreational linkages across the City.

### *Key Routes*

The priority “trails” are detailed in the Draft PATHS along with proposed criteria for establishing priorities for the implementation of the shared pathways network that can be used as a guide when determining the allocation of available resources to advance the network development.

Some of the key major district level routes that are proposed include links between:

- Emu Plains, Penrith and St Marys

- Cranebrook and the Penrith CBD
- Glenmore Park, South Penrith and Penrith CBD
- St Clair, Erskine Park and St Marys.

The key routes also link the suburbs of Claremont Meadows, Kingswood, Cambridge Park, Werrington, Jordan Springs and Ropes Crossing. Furthermore, the key routes link with the Nepean River and the Penrith Lakes.

#### *Origin and Destination*

The major trip generators within the City were mapped including schools, recreation facilities, main shopping centres, railway stations, hospitals and university facilities. The strategic routes have been defined to promote access to these facilities and across the City more broadly.

The major proposed spine of the “trail” network is shown in red on the enclosed maps which provides the major district level access routes for City residents. Where it is possible to accommodate shared paths that are off-road for these sections, these district level “trails” will be designed to universal design standards at a 3m width (where topography permits).

The proposed local shared path routes are indicated on the enclosed map as a solid blue line and they include the proposed local shared path routes through the City’s new release areas and these routes are proposed to be designed to be consistent with contemporary RMS (formerly RTA) standards for local routes at 2.5 metres wide (again, where topography permits).

The dotted blue line represents existing shared paths (ie, Jamison Park, Cranebrook, Great River Walk and Penrith Lakes Regatta Centre).

The green dotted line in the enclosure represents a priority pathway for potential upgrade which can include works such as improved linemarking and signage on existing road shoulders to raise the standard to be in line with contemporary RMS (formerly RTA) standards, as outlined in the Penrith Bike Audit Report. Not all of the priorities for potential upgrade paths have been costed in this Strategy, as further work will be required to assess what is required to improve these access routes, while the immediate focus is on establishing the major priority linkages.

Current barriers to safe and effective pedestrian and cyclist travel are identified which include Victoria Bridge, the potential for a pedestrian overpass from South Penrith to Glenmore Park (as identified in the Penrith Bike Audit), and other potential overpass opportunities at key locations to enable improved pedestrian and cyclist access across the railway line at Penrith and St Marys. All of these current barriers require further investigation, with the Victoria Bridge currently being investigated by the RMS (formerly RTA) in relation to the feasibility and opportunities for improved pedestrian and cyclist access across the river.

#### *Planning for All People with Diverse Abilities*

With regard to the need to plan for all people with diverse abilities, Penrith City Council is already receiving recognition as a leader in more sustainable and inclusive design in housing, public open space and infrastructure. The Out and About joint research project with the University of Western Sydney that was reported to Council in September 2008 reinforced the



need to plan for social inclusion for all abilities and cultures within the City's open space and public infrastructure, and recognised Penrith City Council's leadership in working collaboratively to plan for more sustainable communities. One of the recommendations from the Out and About universal design research project with the UWS that was reported to Council on 1 September 2008 is:

*Recommendation 1.11* – “That PCC undertake to develop legible, accessible and usable pathways through the City, its parks (including linear drainage parks), and major facilities (recreation, educational, medical, commercial), and to promote these for pedestrians, cyclists and wheelchair users, as well as to visitors, including UWS and TAFE students.” (Out and About in Penrith, Final Report, 2008, p.85).

Incorporating best practice universal design principles and standards is an important element of Council's broader sustainability agenda and therefore the major district level off-road shared path linkages (major framework or “spine” of the Draft PATHS network) will be designed to contemporary universal design standards to cater for all abilities.

The proposed strategy will cater for all users. The term “pedestrians” (as defined by the Australian Road Rules) relates to pedestrians, but also includes motorised and non-motorised wheelchairs and wheeled recreation devices (eg, skateboards and scooters). As such, the proposed network will accommodate a variety of users.

#### *Cost Estimates and Funding*

Indicative cost estimates are generally based on a rate per linear metre of pathway development that has recently been used by Council to develop cost estimates to inform the development of the Roads and Traffic Authority (now known as Roads and Maritime Services, RMS) State Plan. The detailed design and assessment phase will determine more accurate costs that are based on individual site assessments and account for all of the required works for each section, as detailed in the Draft PATHS.

In promoting fairness and equity in terms of infrastructure development across the City, the proposed length of shared pathways and their associated estimated costs have been balanced in order to promote fair and reasonable access to quality, shared pathway infrastructure across the City.

The implementation of the proposed Draft PATHS will only be possible in stages, as funding becomes available through various sources, which include State and Federal (where available) funding for those routes that have been identified in the NSW State Plan for their broader significance. Funding may also be available through local development contributions associated with new release areas.

More recently, through deliberation over Council's Special Rate Variations, funding was identified (\$500,000 in 2011/12) to implement the shared pathways network. These funds will be used as Council's contribution to match funding from the State (RMS, formerly RTA) to implement the priority routes across the City. The State's NSW Bike Plan has allocated \$78m over ten years to fast track sub-regional bike networks for Parramatta, Liverpool and Penrith to grow cycling in these three river cities. Council's adoption of the Draft PATHS, thus developing a strategic network complementary of the State Plan, together with continued allocation of SRV funding, will place Penrith in an advantageous position to continue to

secure appropriate levels of State funding and thus expedite the implementation of a comprehensive and integrated shared pathways network across the City.

#### *Cleaning, Maintenance & Management*

With regards to the cleaning maintenance of shared pathways, the RMS (formerly RTA) in its NSW Bicycle Guidelines document recommends the following requirements for the maintenance of bicycle network facilities:

- regular program of sweeping and inspection for service damage to ensure that the riding surface is maintained in good condition
- landscaping and signposting should be inspected on a regular basis
- users be encouraged to report defects.

The guidelines recommend that programmed sweeping be carried out on a regular cycle twice per month with extra sweeping required at specific locations and times during the year eg, heavy leaf build up in Autumn.

The shared pathways to be constructed are either 2.5 metres wide or 3.0 metres wide. The Public Domain Amenity & Safety Manager advises that the estimated cost for sweeping one kilometre of 3 metre wide shared pathway is approximately \$2,800 pa. The annual cost of sweeping one kilometre of 2.5 metre wide shared pathway is approximately \$2,100 pa. The above costs do not include for the purchase of a footpath sweeper, estimated to cost between \$100,000 to \$140,000.

The inspection of landscaping and signposting would be conducted during sweeping operations. The provision of this service can either be supplied by additional Council day labour staff (plus the purchase of a truck and trailer) or by contract.

The Public Domain Maintenance Service budget will need to be adjusted annually in light of the current project(s), as well as the many linear meters of shared pathways developed throughout our urban release areas each year, to ensure contemporary maintenance standards are complied with. This adjustment should occur in the financial year in which the shared pathways are to be delivered, to ensure the cleaning maintenance is provided from the time of installation.

#### *Recent/Current Projects*

In 2010/11, Council received \$1 million from the (then) RTA, and has successfully implemented the shared pathway linking the City Centre to the Nepean River. In 2011/12, Council was again successful in receiving funding (\$1.5 million) for the extension of the shared pathway along Mulgoa Road. Both of these projects are consistent with the Draft PATHS and the NSW Bike Plan.

Building upon these projects over time, with a focus also on other priority routes such as Penrith to St Marys, will see the staged development of a comprehensive network of shared pathways across the City.

## **Next Steps**

Subject to in principle support being given to the enclosed Draft PATHS, it is proposed to place the Strategy on public exhibition. The general community feedback received will be collated, and any final amendments will be made to the Draft PATHS prior to reporting back to Council for the final adoption.

## **Conclusion**

The Draft PATHS proposes an integrated network of quality shared pathway and cycleway options that will improve the range of healthy and sustainable destination transport options and passive recreational opportunities for residents and visitors to the City of Penrith.

The delivery of this infrastructure can be planned according to established priorities and as funding becomes available from a variety of sources, that will contribute to the staged and progressive establishment of an improved pathway and cycleway network.

Importantly, the network will be designed and utilised by a variety of patrons and user groups with diverse abilities.

## **RECOMMENDATION**

That:

1. The information contained in the report on Draft Penrith Accessible Trails Hierarchy Strategy (PATHS) be received
2. Council endorse the Draft Penrith Accessible Trails Hierarchy Strategy for the purpose of public exhibition.
3. A report be brought back to Council detailing the results of the consultation and for the adoption of the Penrith Accessible Trails Hierarchy Strategy.

## **ATTACHMENTS/APPENDICES**

There are no attachments for this report

## A VIBRANT CITY

Item	Page
3 <a href="#">Penrith Performing and Visual Arts Ltd - Annual Report</a>	19





### 3 Penrith Performing and Visual Arts Ltd - Annual Report

Compiled by: Adam Beggs, Governance Officer

Authorised by: Glenn Schuil, Senior Governance Officer

<b>Objective</b>	<i>We play an active role in our communities</i>
<b>Community Outcome</b>	<i>A City with opportunities to engage, participate and connect (23)</i>
<b>Strategic Response</b>	<i>Enhance community strengths and capacity by supporting collaborative networks and partnerships (23.1)</i>

**Presenters:** Mr John Kirkman – CEO – Penrith Performing & Visual Arts Ltd – Annual Report; Mr John Reed – CFO - Penrith Performing & Visual Arts Ltd – Annual Report

#### Executive Summary

This report details the performance of the Penrith Performing and Visual Arts Ltd for the financial year 1 July 2010 – 30 June 2011.

The report details the significant advancements that have been made by the Q Theatre, the Joan Sutherland Performing Arts Centre, the Penrith Regional Gallery & The Lewers Bequest and the Penrith Conservatorium of Music during 2010/2011.

The report recommends that the information be received and the Council agree to underwrite the operation of the Company for a further period of 12 months until the presentation to Council of the Penrith Performing and Visual Arts Ltd Annual Report for 2011/12.

#### Background

##### CEO Annual Report to Penrith City Council - 2010/11 Financial Year

Penrith Performing & Visual Arts (PP&VA) aims to develop and deliver cultural programs that enrich, educate, entertain and empower. Each year PP&VA produces and presents cultural and arts education programs for the people of Penrith and western Sydney via:

Q Theatre Company  
Joan Sutherland Performing Arts Centre  
Penrith Regional Gallery & The Lewers Bequest  
Penrith Conservatorium of Music.

2010/11 was a year of expansion and profit for PP&VA, major focus included:

- Achieving a financial surplus
- Audience development and resource building
- Partnerships.

#### Highlights for 2010/11 include:

- Achieving an end of year profit of **\$68,184**.

- Continuing partnerships with a range of premier Australian arts organisations/institutions e.g. Australian Ballet, ABC Classic FM, 2MBS FM and the Museum of Contemporary Art (Sydney).
- Q Theatre production *Dad & Dave: Live at the Q* which toured to Glen Street Theatre.
- Producing *A Wisdom of a Senior Moment* a collaboration between the Penrith Senior's Choir and young African Spoken Word Artists
- Producing play readings of *Truck Stop* by Lachlan Philpott and *UnAmerican* by Tyler Coppin.

Four major issues remained of concern throughout 2010/11 i.e.

1. *Maintenance Works and Capital Replacement.* The need to maintain and replace essential capital items across PP&VA continued to impact heavily on the annual budget.
2. *Utilities Costs.* Costs for utilities – electricity, water rates and telephone charges increased dramatically in 2010/11.
3. *Insurance Costs.* Due to new insurance arrangements required by Council PP&VA insurance costs have increased dramatically, and not considered proportionate given the low level of claims made by the Company.
4. *Funding:* The funding environment for NSW is increasingly competitive.

### **2010/11 Financial Result**

The financial year of 2010/11 produced a profit of \$68,184, but below the 2009/10 result of \$115,009. This profit was achieved in a year which in economic terms was considerably more difficult than the two prior years, and is considered as a positive result.

Total revenue was up 3.1% on 2010, from \$3,385,694 to \$3,491,109, despite a 17.7% drop in ticket sales from performances. The entities' global improvement was a result of higher income from venue hiring, booking fees, catering and conference revenue, interest earned and tuition fees. Grant income though dropped 4.4%

Costs of operating PP&VA was up 4.65%, from \$3,270,685 in 2010 to \$3,422,025 (\$152,240). Employment costs being the largest cost sector, which rose 5.1% from \$1,495,620 to \$1,570,982.

In addition there was a significant impact on the expenses of the organisation due to continuing maintenance requirements to the buildings and equipment, utility costs and insurances as set out in prior paragraphs.

It is further pointed out; the PP&VA has a primary brief and responsibility to the development of innovative artistic productions. In the year direct costs of overall performance productions increased 4.1% to \$515,698, this, and the drop in revenue from ticket sales further impacted on profitability.

Cash flows have remained positive, there has been a slight reduction in liabilities and equity has improved from \$602,953 to \$671,137.

The year ahead has many challenges, the economy is showing signs of tightening, and there is less discretionary income within that economy. However, with constant monitoring of

financial performance, reviews of monthly results with line managers, attending to the issues and when needed make the hard decisions, it is strongly believed the year end results will continue to be positive.

*Future PP&VA Challenges*

- *Uncertain ArtsNSW funding.* ArtsNSW funding has decreased in dollar value and increased in competition. This continues to impact on programming and project development initiatives (particularly for the Q and PRG&TLB).
- *Facility maintenance and capital replacement.* The major area of concerns continues to be the replacement of malfunctioning, redundant and incompatible air conditioning systems at JSPAC and PRG&TLB.

PP&VA Entity Reports to follow i.e.

- Q Theatre Company
- Joan Sutherland Performing Arts Centre
- Penrith Conservatorium of Music
- Penrith Regional Gallery & The Lewers Bequest

***Q THEATRE COMPANY***

In 2010/11 the Q Theatre Company implemented a comprehensive range of artistic programs; including:

- Q Subscription season
- Q Productions (the company's producing arm)
- Education programs
- Children's theatre
- Q Youth Company.

Major focus for 2010 included:

- *Q Productions*

Having successfully re-built a strong audience base and re-established stable operational, programming and administrative structures, the Q Theatre Company continued to produce its own work. In 2010/11 the Q produced and presented *Dad & Dave: Live at the Q*, *The Wisdom of a Senior Moment*, play readings at the Q and developed the following projects – *The Maids* by Jean Genet, *Truck Stop* by Lachlan Philpott and *Encoded*.

***'Dad & Dave: Live at the Q'***

In March 2011 the Q Theatre Company produced and presented *Dad & Dave: Live at the Q*, a new performance based on the on the iconic radio serial *Dad and Dave*. This production was a synergy of live performance, music and sound effects. It brought to life and re-invents a nearly forgotten artform – the live radio play. *Dad and Dave: Live at the Q* had a two week season at the Q Theatre from 22 March to 2 April 2011, followed by a two week season at the Glen Street Theatre 5 to 16 April. *Dad & Dave: Live at the Q* received strong audience attendance with 2,105 people attending the Q Season (42.84% capacity) and 2,356 attending the Glen Street Season (42.1% capacity). The show received positive critical and audience feedback.



Q Creative Team

MC: Philip Dodd  
MC: Rebecca De Unamuno  
Musician: Peter Kennard  
Musician: Marcus Holden  
Dad: Mark Little  
Mum: Annie Bryon  
Dave: Johnny Carr  
Mabel: Melle Stewart

Director Katrina Douglas  
Designer Adrienn Lord  
Lighting Designer Martin Kinnane  
Stage Manager Bronwyn Miller  
Sound Operator Ben Northmore  
Transcription Lyn Cross

***The Wisdom of a Senior Moment***

*The Wisdom of a Senior Moment* was an intergenerational music event that brought together two very diverse musical groups – the Penrith Seniors' Choir a group of local choral singers aged 60+, and young rap artists primarily from the Sudanese community in the Penrith LGA. The project established connections with musicians from diverse cultural backgrounds living in Western Sydney. The Q secured funding for *The Wisdom of a Senior Moment* from the NSW Department of Aged, Disability and Home Care.

'(the wisdom of) A Senior Moment' was performed 11am and 7pm on Friday 25 March as part of the 2011 Senior Week celebrations. Both performances were free and a light lunch was provided for the seniors after the 11am matinee. Audience numbers were higher than expected (216 people attended the matinee and 174 people came to the evening performance). The audience response and feedback was overwhelmingly positive, particularly after the matinee. After the performance the group recorded a CD of the concert at the UWS recording studio. This CD was packaged with a DVD documentary.

Creative Team

Producer Richard Petkovic  
Penrith Seniors Choir Winnie Amon-Reinen, Thelma Anderson, Wendy Croft, Julie Gillies,  
Elma Ollerenshaw and Cindy Walker  
Rappers Abaker Athum, David Dut and Farid Farid  
Ghanaian Drums Yaw Derchyi  
Dancers & Percussion Aba Derchyi, Kakraa Derchyi and Punyir Derchyi  
Bass Jonathan Nanlohy  
Piano & Vocals Kerrie O'Connor-Brown  
Percussion Fernando Andres  
Vocals Justine Eltakchi  
Dancer Shanty Andres  
Harmonium Richard Petkovic  
Executive Producer Katrina Douglas

***'Play readings at the Q'***

The Q Theatre Company presented two public readings of new Australian plays as part of *Play readings at the Q* – *UnAmerican* by Tyler Coppin and *Truck Stop* by Lachlan Philpott.

1. *'UnAmerican'*

In April 2011 the Q hosted and produced a week long development of *UnAmerican* a new play by Tyler Coppin. Coppin spent a week working on the script in the Mullins Studio. This workshop resulted in a public reading of the play on Friday 8 April 2011.

Creative Team

Writer & Performer Tyler Coppin  
Director Russell Cheek  
Performers Laurence Coy and Jacek Koman.

2. *'Truck Stop'*

A successful public reading of *Truck Stop* by Lachlan Philpott was held in the Mullins Studio on Thursday 5 May 2011. *Truck Stop* was commissioned by the Q Theatre Company and developed in Penrith over a 12 month period. The public reading was the final component of the commission.

The public reading attracted 65 people including 30 students from Springwood High School, 12 students from Chifley College Mt Druitt, 6 playwriting students from NIDA, industry peers and regular Q patrons. The feedback from the reading was overwhelmingly positive. A premiere season of the play is scheduled for late May 2012.

Creative Team

Writer Lachlan Philpott  
Director Katrina Douglas  
Dramaturge Francesca Smith  
Performers Kristy Best, Elena Carapetis, Eryn Jean Norvill and Jess Tovey

- *Q Productions In Development*

In 2010/11 the Q undertook creative development on three major projects – *Truck Stop* by Lachlan Philpott, *Encoded* in collaboration with Stalker Theatre Company and *The Maids* by Jean Genet.

***'Truck Stop'***

The Q Theatre Company commissioned award winning playwright Lachlan Philpott to develop and write *Truck Stop*, the first new play the company has commissioned for over 5 years.. This commission was funded by the Theatre Board of the Australia Council for the Arts. *Truck Stop* was researched, developed and written over a 10 month period in collaboration with young people, health workers and, the Penrith and Blue Mountains communities.

***'Encoded'***

In 2010/11 the Q Theatre Company consolidated the important and ongoing relationship with Stalker Theatre Company, with the first stage of creative development for *'Encoded'*. This creative development was funded by the Community Partnership fund at the Australia Council for the Arts.

*Encoded* is a new multi-media outdoor stilt work utilising large screen animation and live performance to explore three different modes of performative space: indoor, outdoor and virtual. Development for *Encoded* began with a community development program for young people who are at risk in Penrith. Stalker Theatre in conjunction with Q Theatre ran a series of workshops over 8 weeks from October to December 2010. Following these workshops a two week creative development for *Encoded* was held from 24 January to 5 February 2011.

### ***'The Maids'***

Throughout 2010/2011 research and development continued for Q's all Aboriginal production of *The Maids* by Jean Genet. *The Maids* is scheduled for a season in the Q Theatre from 19 to 30 July 2011, followed by a week long regional tour to Tottenham, Condobolin and Lake Cargelligo.

*The Maids* was designed by leading Aboriginal visual artists Brook Andrew. He worked with director Katrina Douglas, composer Peter Kennard and lighting designer Andrew Kinch to realise the production. Three emerging Aboriginal actors were cast – Kylie Coolwell, Elaine Crombie and Sharni McDermott.

*The Maids* will be the first time the PP&VA have toured to the Lachlan Shire. An exhibition of Brook Andrew's work will accompany the show and an extensive acting and visual art workshop program will be run in each town. The PRG&LB Aboriginal Curator Zona Wilkinson will manage and coordinate the visual art component of the tour and Brent Thorpe has been contracted to coordinate and run the drama workshop program.

### ***Q Youth Company***

The Q Youth Company provides intensive training and performance opportunities for young people in this region who are seriously considering pursuing a career in the performing arts. The Q Youth Company gives the most talented studioQ participants (aged 16-25 approx) the opportunity to create their own productions on a regular basis, as well as the chance to work with some of Australia's leading contemporary artists and companies. In 2010/11 the Q presented a program of performances for primary school students, featuring some of Australia's leading theatre companies for young people. This program was well attended with 1,949 primary school students and teachers attending the 2 productions on offer.

### ***2010 Performance Programs***

In 2010/11 the Q produced & presented 2 productions, presented 11 shows produced by other companies and 2 works in development showings. This program provided a balance with and between:

- New Australian contemporary work: 4
- Work from the international canon: 2
- Work from the Australian canon: 1
- Work for young people aged 0 – 25years: 9

### ***2010/11 Presentation Program***

#### ***Rain Man***

Dates(s): 20-24 July 2010

Number Performances: 6

Producers: Ensemble Theatre

Tickets sold: 1,260

% Theatre Capacity: 56%

*The Wharf Revue*

Dates(s): 17-19 September 2010  
Number Performances: 4  
Producers: Sydney Theatre Company  
Tickets sold: 1,197  
% Theatre Capacity: 79%

*Peace Train – the Cat Stevens Story*

Dates(s): 1-2 October 2010  
Number Performances: 3  
Producers: Peace Train Entertainment  
Tickets sold: 1,110  
% Theatre Capacity: 98%

*The Sapphires*

Dates(s): 15-19 February 2011  
Number Performances: 6  
Producers: Belvoir  
Tickets sold: 1,581  
% Theatre Capacity: 69.09%

*Turns*

Dates(s): 10-14 May 2011  
Number Performances: 6  
Producers: Christine Dunstan Productions  
Tickets sold: 1,099  
% Theatre Capacity: 48.46%

*Silent Disco by Lachlan Philpott*

Dates(s): 7-11 June 2011  
Number Performances: 7  
Producers: Griffin Theatre Company, ATYP and Hothouse Theatre  
Tickets sold: 909  
% Theatre Capacity: 34.35%

***2010 / 2011 Q Productions***

*Dad & Dave: Live at the Q*

Dates(s): 22 March – 2 April 2011  
Number Performances: 13  
Producers: Q Theatre Company  
Tickets sold: 2,105  
% Theatre Capacity: 42.84%

*Dad & Dave: Live at the Glen*

Dates(s): 5 to 16 April 2011  
Number Performances: 12  
Venue: Glen Street Theatre  
Producers: Q Theatre Company

Tickets sold: 2,356  
% Theatre Capacity: 42.10%

*Wisdom of a Senior Moment*  
Dates(s): 25 March 2011  
Number Performances: 2  
Producers: Q Theatre Company  
Tickets sold: 390  
% Theatre Capacity: 40.29%

**2010/ 2011 Q Productions – Work in Progress Showings**

*UnAmerican* by Tyler Coppin  
Dates(s): 8 April 2011  
Number of Public Readings: 1.

*Truck Stop* by Lachlan Philpott  
Dates(s): 5 May 2011  
Number of Public Readings: 1.

**Q Productions – Education**

*The Ugly Duckling*  
Dates(s): 7 & 8 October  
Number Performances: 3  
Producing Company: Q Youth Company  
Tickets sold: 277  
% Theatre Capacity: 87%

**FlannoFest 2010**

Dates(s): 2 July  
Number Performances: 2  
Actors: 150+ high school students from Glenmore Park High, Hawkesbury High, Colyton High, Kingswood High, Cambridge Park High, Springwood High, Chifley College – Senior Campus, Blue Mountains Grammar School and Nepean High School  
Producing Company: Q Theatre Company  
Tickets sold: 678  
% Theatre Capacity: 90%

**Kids@theQ – School Holiday Program**

*Wombat Stew*  
Dates(s): 15-17 July  
Number Performances: 5  
Producing Company: Garry Ginivan Attractions  
Tickets sold: 1836  
% Theatre Capacity: 97%

*The Ugly Duckling*  
*See Q Productions - Education*

**Primary Schools Program**  
*Special Delivery*

Dates(s): 14 September  
Number Performances: 2  
Producing Company: Patch Theatre Company  
Tickets sold: 438  
% Theatre Capacity: 58%

*Saltbush*

Dates(s): 22 October  
Number Performances: 3  
Producing Company: Sydney Opera House and Compagnia TPO & Insite Arts in co-production with Teatro Metastasio Stabile Della Toscana  
Tickets sold: 296  
% Theatre Capacity: 90%

**2010 Education Programs**

The 2010/11 Q Theatre Company Education Program was an outstanding success, with the project important in assisting the Q to consolidate its position in a highly competitive market place to gain further competitive edge and profile. 2010/11 Q Theatre Company Education Programs focused on the following key areas:

- Community access, education and training programs in the performing arts
- Skills development and training workshops for regional communities
- Development and distribution of information and education materials re the above programs
- Training and skills development programs for volunteers, interns and school work placements.

The 2010/11 *Q Theatre Company Education Program*:

- Increased access to arts experiences for a broad cross-section of the community including socio-economically disadvantaged young people; culturally diverse groups; low income earners; the seniors' community; along with mainstream audiences.
- Expanded education and audience development programs to enable these groups to have increased awareness, understanding and involvement in the Q's artistic programs
- Expanded training opportunities for arts educators and students
- Formed a basis for the development and implementation of ongoing audience development strategies.

2010/11 Q Theatre Company Education Programs included:

- *studioQ Acting Courses for Youth and Adults*

This program strengthened with a quality team of 5 core tutors regularly taking weekly classes. The production focus of studioQ has strengthened through:

- End of semester showcase performances
- The consolidation of the 'q youth company' which created major productions.

An end of year review of acting courses for youth and adults found very positive perceptions of each of the classes and their tutors, as well as strong positive feedback about the showcase performances and the q youth company. The number of participants continued to strengthen with over 70 participants in Term 4, 2010. In total over 700 hours of group tuition was delivered.

- *Schools at the Q Theatre Performance Program for Primary Students*

The highlight of this program was undoubtedly the performances of *Saltbush*, which demonstrated the incredible richness that children's theatre can have when at its best. Outstanding feedback was received about this production from many of those who attended, with pleas for more such future opportunities. That is not to take away from the extremely high quality productions such as *Special Delivery*, which also pushed the boundaries of children's theatre, and for the better.

- *FlannoFest: Secondary Schools Theatre Making Project*

*FlannoFest* provided local drama students and their teachers with a 'real world' experience of creating and performing a new work in the industry. Approximately 190 students participated in this event in 2010 including 9 schools, 10 tutors, 11 teachers and over 200 hours of tuition delivered.

- *Kids at the Q School Holiday Entertainment for Families*

2010/11 was the third year of this program, featuring 5 productions for children aged 3-12 and their families, including two productions outside of school holiday times.

- *Work Placements Program for Creative Arts / Entertainment students*

20 students undertook week-long placements in 2010/11, with positive feedback received from students, careers teachers and Q staff.

***2010/11 Q Marketing and Promotions***

Throughout 2010/11, the Q worked hard to drive a limited advertising spend further, through relationship building with our local media (across Penrith, Blue Mountains, Hawkesbury and Sydney). For all shows, the Q aimed to achieve a balanced, sustained exposure in the media (particularly local media) by spreading out over 3-4 weeks our advertising and editorial placement efforts. NB: the Q competes with large organisations across the region that regularly place full-page media advertisements. Thus it is difficult to compete with on a 'toe-to-toe' basis. The Q approaches print advertising with the mindset that it is part, not the sum total, of our overall marketing efforts that is combined with an ongoing commitment to building our digital marketing strategies.

The Q has a strong, ongoing commitment to the continued development of digital marketing practices to ease some of the reliance on local paid exposure. PP&VA completed a complete overhaul of the Q website in order to make it even easier for patrons to find out what's on and to purchase tickets, (there was particular focus to ensure website compatibility with portable devices such as the iPhone). An additional fundamental change to the website was to ensure that 'content' would be easily integrated with Social Media platforms so that patrons could easily virally share the content of our website with their favourite social media platform (be it Facebook, Twitter etc). The Q website continued to grow in traffic, with an average of 4,000 visits per month and a steady increase in online ticket sales that makes evident the success of the website in allowing increased convenience for patrons to purchase tickets whenever or wherever they are.

The Q continued to grow its e-database so that Box Office can simply and cost-effectively communicate with an existing patron base of over 9,000 patrons. The Q sends two eNewsletters per month, one covers the complete monthly line-up, and the other is show-specific. The Q also encourages sign-up to a regular e-newsletter through as many means as possible – direct sign-up from a prominently placed sign-up box on our website, driving

traffic to our site from Social Media platforms and of course directly through our Box Office when patrons purchase tickets to events (both on and offline).

The Q continues to harness the reach and power of Google e.g. ensure the Q is ranked highly and feature prominently whenever possible through a combination of Google Adwords, Google Maps and a SEO (search engine optimised) website. The Q strives and ensures that its marketing strategy covers both traditional and digital means as not only cost effectively as possible, but in order to reach as wide an audience as possible, in addition to communicating with how patrons expect to be reached.

The Q has begun advertising events further a field in an attempt to draw in newer audiences, in regions such as Hawkesbury. For regions such as Blacktown, Parramatta and Castle Hill, the Q continually strives to place editorial in the local media, particularly if there are local story angles that would appeal. The Q continues to cross-promote the Q Theatre program via other PP&VA programs e.g. the Joan Sutherland Performing Arts Centre Music Program and the Penrith Regional Gallery Exhibition Program.

### **Future Challenges for the Q**

Future challenges for the Q Theatre Company include:

- Achieving the financial resources to continue develop the company's production arm and ensure the ongoing production of Q theatre performance works
- Developing a strong local audience base for new work produced by the Q
- On-selling the Q's self produced work to other theatres and arts centres around the country
- Strong local and regional entertainment competition e.g. Penrith Panthers, Penrith Leagues Club.

### ***Q Performance Measures 2010/11***

1. Tickets sold:

- 2005/06 @ **5,775**
- 2006/07 @ **12,142**
- 2007/08 @ **14,693**
- 2008/09 @ **20,344**
- 2009/10 @ **22,813**
- 2010/11 @ **19,823**

2. Performances:

- 2005/06 @ **135**
- 2006/07 @ **145**
- 2007/08 @ **78**
- 2008/09 @ **93**
- 2009/10 @ **88**
- 2010/11 @ **93**

3. Q Education and Public Program participants

- 2005/06 @ **1,860**
- 2006/07 @ **1,940**
- 2007/08 @ **2,440**
- 2008/09 @ **3,416**



- 2009/10 @ **3,933**
- 2010/11 @ **4,129**

### ***JOAN SUTHERLAND PERFORMING ARTS CENTRE***

In 2010/11 the JSPAC artistic rationale was to engage and develop audiences via a diverse range of music forms and genre by:

- Presenting eminent composers, orchestras and ensembles
- Developing new audiences via programs involving contemporary music and emerging performers
- Developing performance partnerships with key presenters e.g. ABC Classic FM
- Presenting regionally based Indigenous performers
- Presenting regional performers and ensembles (including community based performers).

In 2010/11 the Joan Sutherland Performing Arts Centre (JSPAC) presented performances, concerts and events across a range of repertoires, styles and arts practice, and:

- Provided focus for school students across a range of areas, including: music appreciation, choral music, Australian theatre practice, musical theatre, literacy development, and world history.
- Offered special matinee performances, work experience opportunities, tours and syllabus specific study materials.
- Assisted teachers via production of education kits.
- Provided programs for Seniors and people with a Disability
- Provided school holiday workshop programs, particularly in the development of instrumental skills.
- Provided high quality, very popular school holiday entertainment.

2010/11 activities focused on the following key result areas:

#### **1. *Joan Sutherland Concert Series:***

Focus for the 2010 Fine Music Program was the Joan Sutherland Concert Series featuring leading Australian and international performers and ensembles i.e.

- Hanggai 7 January from Mongolia (Sydney Festival)
- Johann Strauss Ensemble from Vienna 27 February
- ABC Classic FM. Sunday Live 6,13,20,27 March
- Michael Kieran Harvey (piano) 2 April
- Sydney Symphony Orchestra 16 April with Dutch cellist Pieter Wispelwey.
- Leslie Howard (piano) 21 May.
- Katie Noonan & Karin Schaupp 4 June.

#### **2. *Sundays Series***

This program continued to feature, in the main, western Sydney based musicians, composers and ensembles. 2010 performances included:

*Ten Part Inventions Jazz Ensemble* (10 July). Traditional and contemporary Australian jazz. Presenter/Producer: JSPAC.

- Number tickets sold: 188.
- % Venue capacity: 50%.

*Pape Mbaye* (15 August). Featuring Chosani Afrique an 8 piece band.

- Presenter/Producer: JSPAC.
- Number tickets sold: 294.
- % Venue capacity: 60%.

*Lolo Lovina* (19 September). A 5 piece Gypsy band with musicians from Ukraine, Hungary, Brazil and Australia.

- Presenter/Producer: JSPAC.
- Number tickets sold: 169.
- % Venue capacity: 45%.

*The Ten Sopranos* (10 October).

- Presenter/Producer: JSPAC.
- Number tickets sold: 220.
- % Venue capacity: (stalls only) 45%.

*Sydney Symphony Fellows* (14 November).

- Presenter/Producer: SSO.
- Number tickets sold: 93.
- % Venue capacity (stalls only) 20%.

*Sirens Big Band* (1 May) 17 instrument – all female jazz band.

- Presenter/ Producer Sirens Big Band
- Tickets sold 210
- 57% Venue capacity.

### **3. *Morning Melodies***

Monthly concerts for Seniors i.e.

*I Love A Piano. A Tribute to Liberace* (28 July): Jon Darsk, Belinda Marks and the Greg Hooper Trio.

- Number tickets sold: 388.
- % Venue capacity: 80%.

*Kamahl* (25 August): Kamahl.

- Number tickets sold: 369.
- % Venue capacity: 76%.

*The Boys & Girls in Blue Meet Gershwin & Friends* (22 September): NSW Police Band.

- Number tickets sold: 394.
- % Venue capacity: 82%.

*Vegas By Day* (27 October): Darren Carr, Rush, Dargie Showgirls and the Greg Hooper Trio.

- Number tickets sold: 301.
- % Venue capacity: 62%.

*The Swinging Sixties* (24 November): Little Pattie, Lucky Starr & Frankie Davidson

- Number tickets sold: 504.
- % Venue capacity: 91%.

*Christmas Show* (15 December): Chris Gable, John Pickworth Orchestra.

- Number tickets sold: 227.
- % Venue capacity: 47%.

*Jade Hurley* (19 January)

- Number of tickets sold 333
- % Venue capacity 70%.

*South Sea Venture* (23 February) Peter Paki and the Rhythms of Polynesia.

- Number of ticket sold 226
- % Venue capacity 48%.

*The Shamrock Show* (23 March) Patrick Brady, Eileen McCann, Evelyn Finnerty, Dublin Dancers.

- Number of tickets sold 324
- % Venue Capacity 67%.

*Forever Diamond* (27 April) Peter Byrne and Forever Diamond Band.

- Number of tickets 366
- % Venue Capacity 77%.

*NSW Police Band.* (22 June) Dance and Romance.

- Number of tickets sold 423
- % Venue Capacity 89%.

#### **4. Community Music Program**

In 2010/11 JSPAC committed substantial financial, staff and infrastructure resources to support community based performers and musicians in order to increase audiences, skills development and music appreciation in the region. 2010 programs include:

- *Penrith Symphony Orchestra 4 concerts*

*Landscapes* (28 August).

Agent Tickets: 273.

Tickets Sold: 101.

% Venue Capacity: (stalls only) 78%.

*Firebird* (6 November).

Agent Tickets: 273.

Tickets Sold: 108.

% Venue Capacity (stalls only) 79%.

*The Americas* (17 March)

Agent Tickets: 276

Tickets Sold: 108

% Venue Capacity (stalls only) 80%

*Music for Eternity* (26 May)

Agent Tickets: 342

Tickets Sold: 192

% Venue Capacity (stalls + gallery) 92%

- *NSW State Band Championships* (15 August, 25 & 26 September)  
Community Concert, Brass and School Bands from across NSW. Annual event.  
% Venue Capacity: Venue 1: 75%, Venue 2: 80%

- *Penrith Eisteddfod* (July and August)  
Community Concert,  
% Venue Capacity: Venue 1: 75%, Venue 2: 80%.

- *Latin American Christmas Concert* (21 December)  
A concert featuring Jenny Hammond and Frank O'Brien.

- *Penrith City Choir, Warrimoo Chorale & Symphony Orchestra* (5 December)  
Agent Tickets: 98.  
Tickets Sold: 248.  
% Venue Capacity: 72%.

- *Jazz at the Philharmonic Down Under* (11 April, 13 June, 5 September, 12,13 & 14 November)  
▪ Australian All Star's Jazz Ensemble  
▪ Matt Baker Trio  
▪ James Morrison Septet  
▪ John Morrison Quintet  
▪ Birdyard Big Band  
▪ Swing City  
▪ Gary Daley Quartet.  
Agent Tickets: 400.  
Tickets Sold: 522.  
% Venue Capacity: average over 8 concerts 31%

PP&VA offers subsidised rehearsal, performance and storage accommodation to the following community music groups: Penrith Symphony Orchestra, Penrith City Choir, Penrith Valley Concert Band & Lofty Sounds, Penrith Eisteddfod, Acting Factory, Penrith Seniors Choir and Nepean Handbell Ensemble.

## **5. JSPAC Music Education Programs**

### *Schools Programs:*

#### The 2010/11 Program

- Provided focus for school students across a range of areas, including: music appreciation, choral music, Australian theatre practice, Shakespearean theatre, dance, musical theatre and literacy development.
- Offered special matinee performances, education enrichment workshops and lectures, work experience opportunities, photographic exhibitions, tours and syllabus specific study materials.
- Assisted teachers through the production and hosting of Professional Development Days and education kits.
- Produced music and drama festivals to enable the development of choral and theatrical skills, tied to syllabus outcomes.

*Seniors Programs:*

The 2010/11 Program

- Continued the development of the Penrith Seniors Choir.
- Provided regular performances via the 'Morning Melodies' program.
- Hosted Seniors Day.

In 2010/11 JSPAC consolidated its music education programs to complement and expand existing 'in-school' curriculum studies, and 'pre and post-school' community needs. Music education programs continued to link participants with outstanding international and Australian performers and composers including:

1. Workshop program for 1-5 year olds (the fastest growing region for this age group in Australia)
2. K-6 performance program particularly focusing on voice
3. A 7-12 performance and workshop program celebrating the bodies of work of Australian composer Ross Edwards
4. Public programs for Seniors.

In 2010/11 JSPAC facilities operations focused on the following core activities:

- *Air-conditioning maintenance and repairs.*  
Maintenance and repair of the JSPAC air-conditioning systems continued to improve. However, problems remain in term of computer programs, system compatibility and the state of the old system.
- *Plumbing maintenance and repairs.*  
Plumbing maintenance and repairs continue to be required during peak usage. Problems still exist due to the original layout of the plumbing system under the Borland Foyer.
- *Security.*  
Security incident recording improved with the installation of the CCTV system. However, problems still remain with the slow and inconsistent response time from security providers.

***JSPAC Future Challenges for Facilities Operations***

- *Venue security.*  
Anti-social (particularly on Thursday nights) continues to pose image and patron service problems. The effect will be that the JSPAC and Penrith Conservatorium of Music patronage may decrease.
- *Poor plumbing and sewage systems.*  
The plumbing system under the Borland Foyer continues to block and cause problems during peak usage unless the plumbing has been re-laid.
- *Need to replace RBCH air-conditioning system.*  
(Please refer to above entries).

***JSPAC Performance Measures 2010/11***

1. Visitation:

- 2005/06 @ **145,655**
- 2006/07 @ **182,822**
- 2007/08 @ **188,040**
- 2008/09 @ **195,135**
- 2009/10 @ **226,479**

- 2010/11 @ **251,757**

2. Venue Bookings:

- 2005/06 @ **1,162**
- 2006/07 @ **1,448**
- 2007/08 @ **1,890**
- 2008/09 @ **2,024**
- 2009/10 @ **2,304**
- 2010/11 @ **2,659**

3. JSPAC/Q Box Office Revenue

- 2005/06 @ **\$502,550**
- 2006/07 @ **\$491,751**
- 2007/08 @ **\$336,510**
- 2008/09 @ **\$707,226**
- 2009/10 @ **\$661,428**
- 2010/11 @ **\$548,017**

4. JSPAC Venue Revenue

- 2005/06 @ **\$22,780**
- 2006/07 @ **\$225,725**
- 2007/08 @ **\$287,099**
- 2008/09 @ **\$390,683**
- 2009/10 @ **\$402,567**
- 2010/11 @ **\$453,775**

5. PP&VA Community Subsidy Value

- 2005/06 @ **\$113,157**
- 2006/07 @ **\$190,107**
- 2007/08 @ **\$125,803**
- 2008/09 @ **\$132,540**
- 2009/10 @ **\$182,499**
- 2010/11 @ **\$184,109**

6. PCC Free Rental Value

- 2005/06 @ **N/A**
- 2006/07 @ **N/A**
- 2007/08 @ **\$46,860**
- 2008/09 @ **\$43,750**
- 2009/10 @ **\$30,450**
- 2010/11 @ **\$31,207**

***PENRITH CONSERVATORIUM OF MUSIC (PCoM)***

Throughout 2010/11 PCoM focused on a range of strategic development initiatives, including:

- *Extending PCoM teaching programs* (particularly Early Childhood music programs).  
These classes are an important first step before private tuition for young children.

- *Scholarship Programs* continued to expand with the introduction of a community based program to source funding from local businesses and individuals to assist with the development of students in our region. This program was able to produce 5 additional full scholarships on top of our regular 9 scholarships comprising of full (4) and half (5) values. The Department of Housing in conjunction with Penrith City Council, also offer 3 full scholarships to students living in housing commission homes in the local area. All up, 17 scholarships.

### **2010/11 PCoM Highlights**

- *PCoM Disability and Early Childhood Music (ECHM) programs.*  
The ECHM classes throughout the year involved performances from undergraduates from the music department of UWS. ECHM classes combined for an end of year concert, showcasing how the children have developed musically throughout the year.
- *PCoM student concerts.*  
Many teachers present one or more concerts per year, often in conjunction with other teachers. These concerts not only showcase the student's ability and enhance their performance technique it is also used as a tool in preparation for their music exams.
- *Increased use of JSPAC as HSC, AMEB, TRINITY and ANZCA exam centre.*  
JSPAC continues to be recognised as a major music examination centre by these music organisations.

### **Future PCoM Challenges**

- *Need to increase teaching and performance programs.*  
PCoM must continue to expand music genres to cater for a greater variety of music programs such as Jazz, Rock, World music as well as ensembles (such as String, Brass, Wind and Percussion).
- *Increased regional competition.*  
Maintaining the high quality standards offered by the PCoM is critical. Similarly, marketing and promotion will be a key to continued development.

### **2010/11 PCoM Performance Measures**

#### **1. Students:**

- 2005/06 @ **340**
- 2006/07 @ **400**
- 2007/08 @ **410**
- 2008/09 @ **403**
- 2009/10 @ **439**
- 2010/11 @ **440**

#### **2. Teaching Sessions:**

- 2005/06 @ **14,663**
- 2006/07 @ **17,251**
- 2007/08 @ **16,800**
- 2008/09 @ **16,523**
- 2009/10 @ **18,438**
- 2010/11 @ **18,560.**

### ***PENRITH REGIONAL GALLERY & THE LEWERS BEQUEST (PRG&TLB)***

2010/11 PRG&TLB activities focused on the following key result areas i.e.

- Exhibition and Curatorial Programs
- Education and Public Programs
- Indigenous Programs
- Disability Programs
- Marketing and Promotion
- Collection Management and Conservation
- Garden Conservation
- Intern and Volunteer Programs
- Publications.

***Exhibition and Curatorial Programs***

The 2010/11 exhibition program included:

*Snap Shot Teenagers Photographic Prize 2010* (3 July – 8 Aug). Now in its fourth year, the teenagers' photographic prize exhibition has steadily grown from a modest display to a major exhibition.

*Framed – Within the Windows of Lewers House* (3 July – 8 Aug). An exhibition created by nine students from Nepean TAFE's Art and Design Centre.

*Flora & Fauna - Adrienne Doig* (3 July – 8 Aug). A series of self portraits by western Sydney based artist Adrienne Doig.

*Disorder Disorder – Ulterior Motives in Contemporary Art* (14 Aug – 14 Nov). Surveyed international contemporary street culture, anti-establishment art, outlawism, suburban life and the art created therein.

*John A. Douglas* (14 August – 7 November). A multi channel video installation that relives the histories of a haunted landscape through the retelling of historic narratives as inspired by Australian genre films.

*Sizzle 2010 - An inclusive arts festival* (16 November - 15 December). An inclusive arts festival showcasing the creative expression of people with disability through art, video and performance.

*Gathered Up: The Gurr Collection, The Ward Collection and The Farley Gift* (6 November – 27 February). Presented a suite of three exhibitions that originate from private collections, including Sonia Farley works gifted to Penrith Regional Gallery & The Lewers Bequest.

*The Great Walls - Kurt Schranzer* (16 April - 19 June). Reconfigured classic patterns in wood and veneers exploring authorship, originality, style and tradition in architectural elements.

*UV3D: VernonTreweweke* (16 April - 19 June). *Program Rationale:* Using 3D digital painting and sequencing, Treweweke's installation presented surreal-worlds and stories; projected and on screen, in high definition and viewed with 3D glasses.



*Alterbeast* (16 April - 19 June). Collaborative artists Dwyer, Cescon, Havelock Stevens, Williams, Souliere, Scott and Donovan used supernatural imaginary as a catalyst for lateral thinking, discovery and invention in film, performance, sculpture, paintings and sound.

*Farr & Little: Do Not Panda* (16 April - 12 June). Following on from a residency at Nepean High as part of the *Artists In Schools Project*, Farr and Little created a wry installation that placed modern Penrith at its epicentre.

*The Bocan* (25 June - 31 July). An installation of Liam Benson's photography and two moving image works around the theme of the complex stereotypical identity of the Australian 'bogan' male.

*New Acquisitions In Context* (25 June – 4 September). An exhibition of recently acquired works by Brook Andrew, Christopher Dean, Destiny Deacon, Jon Plapp, Tori Klower and Justene Williams with selected works from the Collection.

*Kids Modernist Studio* (25 June – 4 September). Four rooms of art making activities for kids to explore modernist principles via the art of Gerald Lewers, Frank Hinder, Ralph Balson and Syd Barron.

The program can be analysed thus:

1. Aboriginal Projects:

- *Gathered Up: The Gurr Collection* ( Exhibition and Education Project)
- *Gathered Up: The Ward Collection*

2. Community Engagement Projects:

- *Gathered Up: The Gurr Collection* ( Exhibition and Education Project)
- *Artists In Schools – Extended Residency Project at Nepean High*
- *Snap Shot 2010 – Teenager's Photographic Prize*
- *Sizzle 2010*
- *Kids Modernist Studio*

3. Contemporary Projects:

- *Strange Land* (John A. Douglas)
- *Flora and Fauna* (Adrienne Doig)
- *Disorder Disorder*
- *Framed 2010* (TAFE project)
- *The Great Walls* (Kurt Schranzer)
- *Alterbeast* (Mikala Dwyer & Co)
- *The Bocan* (Liam Benson)
- *DO NOT PANDA* (Farr & Little)
- *Vernon Treweeke: 3DHD*
- *Gathered Up: The Gurr Collection* (featuring over 60 Aboriginal artists including Rover Thomas, Kitty Kantilla)

4. Art Historical Projects:

- *Gathered Up: The Farley Gift*
- *New Acquisitions in Context.*

5. International Projects:

- *Uniform: Japan Photos by Harold David and Tatami* exhibition tour to Hakusan and Fujieda, Japan

### ***Education and Public Programs***

The PRG&TLB Education Program aims to enrich the exhibition program for a diverse range of education audiences; these include school students, youth and family audiences, seniors groups, disability organisations, tertiary students and the general public. In 2010/11 the PRG&TLB ranged across the following areas i.e.

#### *Schools Programs:*

The 2010/11 program

- Provided focus for school students across a range of program areas: art appreciation, art criticism, art making and art history.
- Offered study days, curator led exhibition tours, forums and syllabus specific study packs.
- Assisted teachers in the classroom with syllabus specific education kits and exhibition notes across a range of syllabi including: Visual Arts and English.
- Offered practical art making opportunities linked to the exhibition program
- Offered media specific studio days with contemporary artists.

#### *Seniors Programs:*

The 2010/11 Program offered Senior's Gallery tours.

#### *Youth and Family Programs:*

The 2010/11 program included

- School holiday workshop programs and creative arts workshops for the under 5s, infants and primary school children and teenagers.
- Family festival days.
- Playgroup mornings which include art making and garden activities.

2010/11 Education Program included:

- Primary school excursion program and education booklet for *Gathered Up – The Gurr Collection*. This program worked on developing an empathetic understating of Aboriginal culture, in infants and primary school aged children.
- Delivering tailored education excursions including art appreciation art making and site specific activities engaging with the heritage site.
- Teacher development and enrichment programs, PRG&TLB is supporting a key area of need in the professional development of primary school teachers in their practical art making skills.
- Kids and family activities for targeted exhibitions. i.e. *Kids Modernist Studio* visitors booklet
- Holiday and after school workshop programs.
- Presenting disability workshop programs: In 2010 PRG&TLB targeted developing the *Sizzle Inclusive Arts Festival* with an extension of the accompanying program of public events, including art making workshops.
- PRG&TLB focused on the inclusion of people living with an intellectual disability, the *Sizzle Festival Art* exhibition has a high percentage of artworks from people living with intellectual disability. The outcome of being able to create, exhibit and share their art making was a significant investment in this sector with a recognition from the service providers and school communities that the representation of their

clients/students works in the regional gallery elevated their sense of what they were achieving both for the participants and their extended family and community.

- *Artists in Schools* project saw five artists from a variety of disciplines in residence at Nepean Creative and Performing Arts High School over a twelve week period.
- The Gallery produced and presented *Snap Shot 2010 Teenager's Photographic Prize* - a youth focused exhibition and prize which draws the photographic practice of teenagers from a social media context into the framework of contemporary arts practice.
- Development of an education focussed exhibition, *The Kid's Modernist Studio* – a hands on interactive exhibition developed and designed to introduce young audiences to Modernism by using focus artwork from our permanent collection and providing child centred in Gallery activities.

The 2010/11 PRG&TLB Education Program was considered a success in that it:

- Increased access to arts experiences for a broad cross-section of the community including Aboriginal people, socio-economically disadvantaged young people; culturally diverse groups; low income earners; the Seniors' community and people living with disability; along with the general public.
- The *Artists in School* program provided our local high school with three program streams for three different target groups of students, to work with professional artists: a performer/poet, a photographer, a visual artist, a musician and a videographer. This project also included three exhibitions at the Gallery; the production of a zine and a video artwork.
- Expanded education and audience development programs to enable these groups to have increased awareness and involvement in PRG&TLB curatorial programs.
- Expanded training opportunities for arts educators and education students.
- Provided valuable professional development opportunities for high school, university and TAFE students. i.e. *Framed* – professional development opportunity for Advanced Associate diploma TAFE students, which included an exhibition outcome.
- Provided a basis for the development and implementation of ongoing audience development strategies with a strong focus on increasing repeat visitation from families.
- Accessed the Collection for an exhibition and education project for primary school age children that dealt with the principles Modernism.

### ***Indigenous Programs***

A partnership arrangement was settled between PRG&TLB and Australian Museum that will see Zona Wilkinson, Curator of Aboriginal Programs doing regular research days at the Museum in 2012 in preparation for upcoming exhibition projects and to undertake conservation training.

Zona Wilkinson and Victoria Harbutt worked with The Australian Museum to deliver *The Ward Collection* as part of the *Gathered Up* suite of exhibitions; research was also undertaken into the origin and significance of this highly unusual collection of paintings. Zona Wilkinson also consulted with staff on the essential Aboriginal protocols and cultural information required regarding the text for the *Gathered Up* Education Booklet in particular, key concepts for understanding of 'family' and 'identity'.

A process of consultation and delicate negotiation was begun with relevant Aboriginal Land Councils toward the conservation and protection of the Aboriginal rock carvings situated at

the front of the Gallery. PRG&TLB's engagement with Aboriginal people continued to improve via a number of strategic initiatives included:

- working with local Aboriginal Community Cultural Liaison Officers and specialist education officers in local primary schools and TAFE's
- developing specific marketing plans to ensure that exhibitions, education and public program events were seen and attended by local Aboriginal people
- updating of the PRG&TLB Aboriginal contact database
- special guided exhibition tours for Aboriginal cultural workers from Murru Mittigar and Casula Powerhouse Arts Centre as well as health workers from a number of local organisations
- as part of *The Maids* project and associated programs a research trip was made to Lachlan Shire.

### **Disability Programs**

The 2010/11 PRG&TLB Disability programs

- Presented *Sizzle- An Inclusive Arts Festival* that showcased the creative output across the art forms of visual arts, performance and film of from people living with disability. The exhibition and festival day included artworks from 132 artists living with disability and performances from 42 people living with disability. A total of 434 people participated in *Sizzle* workshops, tours and festival day events.
- Welcomed visitors with disabilities by providing clear and strategic information prior to events, developing strong and open communication via the telephone, email and face to face with key disabilities sector personnel. PRG&TLB also supported people with disability visiting the Gallery by providing wheelchair accessible gallery and studio spaces, disabilities parking and accessibility aware helpful visitors' services staff.
- Offered art making workshops for visitors with a disability working with contemporary artists e.g. *Leave Your Mark* a series of six workshop that involved people with disability contributing to a groups mural as well as making individual clay sculptures to take home. (The *Leave Your Mark* mural became part of the *Sizzle 2010 - Inclusive Arts Festival*).
- Offered sensory tours to all exhibitions (including interpretative strategies that use the sense of touch, smell and sound as well as sight).
- Partnership project, exhibition and public information program with Richmond Fellowship for Mental Health Week.

### **Marketing and Promotion**

The major focus of 2010 PRG&TLB marketing and promotion was the development and implementation of digital strategies to ensure the introduction of new technologies, new paradigms of audience reach, and to divert resources from wasted hard copy and postage to more efficient means of accessing audiences. This is not only environmentally responsible but also reflecting consumer's changing habits of managing their social lives.

The PRG&TLB website was re-designed and improved with the content management now being administered by PRG&TLB (not Penrith City Council). The traffic on the PRG&TLB site is now consistently reported and analysed enabling further improvements to occur immediately. There are on average 2,500 website hits each month with 70% being new visitors and the average time spent looking is 2 minutes. This indicates that the website must be visually engaging, informative and simple to navigate.

The *Café at Lewers* continued to be popular with Gallery visitors. PRG&TLB encourages Café visitors to enter the exhibitions by means of developing engaging print material displayed on café tables. The relationship with the café is symbiotic and this partnership is continuing to grow and evolve. Where possible the Café is included in Gallery advertising.

Throughout the year much was done to raise and cement local and regional awareness. There was a balanced approach to such strategies, using diverse mediums to connect with our community and audiences. Specific strategies were developed for each identified target audience for each PRG&TLB project, including:

- Dedicated advertising campaigns throughout Penrith, Blue Mountains, and Hawkesbury.
- The database continued to be developed capturing new visitors contact information in order to promote repeat sales.
- PR / Editorial. Continued development of relationships with the local and metro media.
- Direct marketing. Targeted direct mail on project by project basis
- E-newsletters. Ongoing development of PRG&TLB e-databases. (The Gallery now sends on average 20 communication messages for the exhibition program including events and education programs including school holiday and after school activities to over 3,600 recipients).
- Development of social media sites such as a Facebook to communicate with its current audience as well as aiming to develop new visitors to the Gallery.
- Improved public signage to direct traffic into the Gallery as well as signage for the *Café at Lewers*.
- Print collateral distribution. Enhanced local and regional material distribution programs. Each exhibition has an initial digital invitation and a flyer is followed up detailing public events and programs for the duration of the exhibition; flyers advertising current exhibitions are placed on each Café at Lewers tables.
- SMS. Commenced trial SMS programs for mobile phone users, informing of special events.
- Developed strategic partnerships with local businesses e.g. Panthers World of Entertainment to promote our programs and media relationship building such as The Penrith Press committing to being a media partner for the Snapshot Teenage Photographic Prize. This involved The Penrith Press photographer being a judge on the panel for the competition and ensuring that the winners will be published in the paper.
- Developing merchandise options such as a postcard series with images depicting the Gallery Collection and Heritage Garden.
- Designing and printing key print material for specific exhibitions and programs such as the Photography workshops with Industry Professionals and distributing the material to High Schools and targeted youth centres.

### ***Collection Management and Conservation***

The PRG&TLB Conservation and Collection Program aims to care for and conserve the Gallery's Collection and to facilitate scholarly research and general interest in the same. Major focus has been on the conservation of outdoor elements of the Collection, strategic developments, as well as the progression of an overall Collection Area Management Project. Artworks conserved in 2010/11 included:

- Margel Hinder, *Six Day War I*, 1967.
- Margot Lewers, untitled (*Plexiglas*) c. 1971.

Strategic developments included:

- A comprehensive set of historical text panels were completed and installed around the site.
- Conservation research begun on options to scan and store glass plate negatives.
- Conservation research begun on textile storage for wall hangings and ballet costumes.
- Nepean Art and Design Centre Advance Diploma Fine Arts students viewed the Collection.
- Gemma Smith, Sarah Cottier and Anne Loxley viewed Margo Lewers works for exhibition.
- Five Collection exhibitions, thirty seven Collection works exhibited as part of exhibition program.
- Images of three Margo Lewers wall hangings made available for a publication on art textiles by UK academic and author Mary Schoeser
- Past exhibitions and Collection images have been catalogued in order to make the archives as an accessible archival resource.
- Twenty one works gifted to the Gallery under the Cultural Gifts Program.
- Two works by Margo Lewers gifted to the Gallery by UK resident David Allen

Collection Area Management included:

- Continuation of Collection Area Management Project for suitable and safe storage of Collection.
- Bim Hilder works removed from inappropriate packaging materials and accessed for re-housing.
- Continuation of the Collection Register to record movement of works in and out of the Collection area.
- Storage issues addressed by relocating ephemera material to shelving location for ease of accessibility.
- Progression of the artwork location register.
- Initiation of Adolf Gustav Plate Archival Project.
- Progress data entry for the electronic cataloguing system.

Collection Area Management included:

- Development of a Collection Area Management Project.
- Purchase of conservation materials to store Collection ephemera material.
- The suitable and safe storage of all Collection artworks.
- Progression of the artwork location register.
- Progress data entry for the electronic cataloguing system.

### ***Garden Conservation***

In 2010/11 particular focus was given to correcting ongoing drainage issues and improving the soils of the various gardens. Very late in 2010 plumbing running under the central lawn was renovated to alleviate drainage issues and the lawn area restored under instruction from the Heritage Gardener. The area had experienced occasional flooding into the Regional Gallery entrance and café table seating areas since the new canopy was installed and as the space sloped towards the galleries and café, sediment from localised flooding remained in the area.

With correct drainage in place the heritage vegetable garden flourished across the summer. The vegetable garden maintains the heritage integrity of the space and is increasingly a

popular focal point for visitors and café clients as it provides various vegetables and herbs for use on the Cafe at Lewers menu – this is proving to be an excellent ‘point of difference’ for the Cafe and the Gallery. In addition there has been ongoing maintenance of the Lewers House front garden, the succulent garden and Ancher House garden, including a program of re planting of significant shrubs as per the Conservation Management Plan as well as both soil and compost replenishment to ensure a vigorous spring time display of nurtured annuals and perennials.

### ***Intern and Volunteer Programs***

Throughout 2010/11 interns and volunteers continued to assist with administration, workshop programs, hospitality and workshop programs, with PRG&TLB continuing to play a valuable role in professional development for our local community (particularly with reference to our ongoing relationships with the education sector and in the wider community).

Target areas for 2010/11 were: garden conservation, library management, curatorial assistance, administration and hospitality thus providing invaluable work place experience and enabling the Gallery to amortise and maximise limited human and financial resources. It should also be noted that the gallery hosted 18 internships and volunteer placements in 2010; with a number of participants gaining casual and permanent part-time employment with PRG&TLB as Visitor Services and Administrative officers (x3).

PRG&TLB extended the professional development opportunities for our community through associated programs for *Snap Shot 2010 Teenagers Photographic Prize*. PRG&TLB also offered a number of professional development opportunities associated with *Sizzle 2010 - An Inclusive Arts Festival*, including an art mentorship, a community steering committee and a sound technician professional development placement.

### ***Publications***

Premised on matching curatorial and publishing excellence PRG&TLB continued to produce high quality publications for key exhibitions. In 2010 catalogues were produced for the *Disorder Disorder* and *Gathered Up: Gurr Collection* exhibitions.

### ***PRG&TLB Facility Operations***

In 2010/11 PRG&TLB facility operations focused mainly on:

- Building and site maintenance. The facility and property are generally in very good condition, with the major exception of air conditioning, which remains problematic and requires constant maintenance.
- Garden conservation and maintenance. The garden remains in mint heritage condition and form.
- Air conditioning repairs and maintenance. The Gallery’s various air conditioning units were at times faulty, and did not operate to required and accepted museum standards. Over the year particular attention was paid to maintenance, monitoring and reporting so that the situation improved dramatically.

In terms of future facility and infrastructure challenges Penrith City Council is aware of the following:

- Unless Gallery maintenance is proactive and completed to schedule the Gallery will again fall into disrepair.
- Current plumbing and drainage systems are inadequate and not suited to the high levels of visitation. Unless they are replaced they will continue to fail

- Unless Gallery air conditioning systems are replaced and meet industry standards the Gallery will be unable to exhibit works from major Australian galleries.
- Heating and cooling systems in staff offices range from poor to non-existent, and do not meet proper OH&S standards.
- Parking remains poor.
- Current Gallery space lighting system is outdated
- The area adjacent to the Gallery cafe requires re-surfacing.

***Future PRG&TLB Challenges***

- *Poor and ad hoc maintenance.* Unless Gallery maintenance continues to be proactive and completed to schedule the Gallery will again fall into disrepair.
- *Malfunctioning plumbing and drainage systems.* Current plumbing and drainage systems remain inadequate and not suited to the high levels of visitation. Unless they are replaced they will continue to fail, resulting in further damage to the Gallery and garden.
- *Air conditioning systems.* Unless Gallery air conditioning systems are replaced and meet industry standards the Gallery will be unable to exhibit works from major Australian galleries. It will also be unable to exhibit its own Collection. The matter has been discussed with the Board and relevant Council officers.
- *Poor parking amenity.* New plans have been drawn up by Council officers. Completion will greatly assist with visitor amenity.
- *Outdated Gallery lighting system.* Fittings and parts for the existing lighting system are becoming increasingly more difficult to source. The Gallery lighting system requires an overhaul in order for existing Gallery spaces to remain functional for future exhibitions.

***PRG&TLB Performance Measures 2010/11***

1. Visitation:

- 2001/02 @ **13,638** visitors
- 2002/03 @ **36,000** visitors
- 2003/04 @ **66,992** visitors
- 2004/05 @ **43,786** visitors (plus 12,360 to travelling exhibitions in Japan)
- 2005/06 @ **30,515** visitors
- 2006/07 @ **30,416** visitors (plus 47,353 to travelling exhibitions)
- 2007/08 @ **30,416** visitors
- 2008/09 @ **33,045** (plus 23,131 travelling exhibitions)
- 2009/10 @ **43,701** (plus 12,000 travelling exhibitions)
- 2010/11 @ **40,797** (plus 8,000 travelling exhibitions).

2. Exhibitions:

- 2001/02 @ **12** exhibitions presented
- 2002/03 @ **24** exhibitions presented
- 2003/04 @ **37** exhibitions presented
- 2004/05 @ **33** exhibitions presented (plus 2 travelling exhibitions)
- 2005/06 @ **22** exhibitions presented
- 2006/07 @ **19** exhibitions presented (plus 3 travelling exhibitions)
- 2007/08 @ **17** exhibitions presented
- 2008/09 @ **24** exhibitions presented (plus 4 travelling exhibitions)
- 2009/10 @ **19** exhibitions presented (plus 4 travelling exhibitions)



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- 2010/11 @ **18** exhibitions presented (plus 2 travelling exhibitions)

Events/Workshops/Lectures

- 2001/02 @ **160** events/workshops/lectures presented
- 2002/03 @ **300** events/workshops/lectures presented
- 2003/04 @ **473** events/workshops/lectures presented
- 2004/05 @ **660** events/workshops/lectures presented
- 2005/06 @ **410** events/workshops/lectures presented
- 2006/07 @ **191** events/workshops/lectures presented
- 2007/08 @ **244** events/workshops/lectures presented
- 2008/09 @ **102** events/workshops/lectures presented
- 2009/10 @ **156** events/workshops/lectures presented
- 2010/11 @ **183** events/workshops/lectures presented.

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**4. Education and Public Program participants**

- 2001/02 @ **1,777** participants
- 2002/03 @ **6,000** participants
- 2003/04 @ **9,342** participants
- 2004/05 @ **8,223** participants
- 2005/06 @ **6,907** participants
- 2006/07 @ **12,382** participants
- 2007/08 @ **9,305** participants
- 2008/09 @ **7,349** participants
- 2009/10 @ **6,615** participants
- 2010/11 @ **5,806** participants.

**5. Venue Revenue**

- 2001/02 @ **\$25,000**
- 2002/03 @ **\$28,061**
- 2003/04 @ **N/A**
- 2004/05 @ **N/A**
- 2005/06 @ **N/A**
- 2006/07 @ **\$22,428**
- 2007/08 @ **\$15,303**
- 2008/09 @ **\$24,975**
- 2009/10 @ **\$25,925**
- 2010/11 @ **\$27,214**

**6. Café at Lewers Rental Income**

- 2009/10 @ **\$5,665**
- 2010/11 @ **\$10,347**

In conclusion I would very much like to thank the PP&VA staff, PP&VA Board and Penrith City Council for their continued commitment throughout 2010/11 to producing and presenting cultural and educational programs of excellence for the people of Penrith and the region.

**John Kirkman**  
**CEO**  
**November 2011**

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## **Business Support Accountant's Comments**

Penrith Performing and Visual Arts Limited achieved a surplus of \$68,184, after accounting for Council's contribution of \$1,461,518 in 2010-11 compared to their 2009-10 result of \$115,009 surplus after accounting for Council's contribution of \$1,461,518.

The company relies on contributions and grants to assist in funding its operations. Government Grants to the company reduced in 2010-11 to \$425,728 from \$512,473 in 2009-10, a reduction of 16.93%. The Chief Executive Officer has identified Grant funding as an ongoing major issue for the company in the future.

Of its own funding sources Venue Hiring fees, Booking fees, Catering and Conference revenue, Interest earned and Tuition fees increased in 2010-11, whilst revenue decreased for Ticket sales (17.7%) and Bar sales (18.41%). Overall funding from its own operations increased for the year to \$1,603,863 from \$1,411,703 (13.61%)

## **Penrith Performing and Visual Arts Ltd – Board of Directors**

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

1. To provide continuity the members of the Board of Directors, except for the General Manager or his/her nominee, shall retire on a rotating basis. At the first Annual General Meeting after 1 July 2006, five (5) directors shall retire (including one (1) Councillor). At the second Annual General Meeting after 1 July 2006 five (5) Directors shall retire (including one (1) Councillor). At the third Annual General Meeting after 1 July 2006 five (5) Directors shall retire. Thereafter the members of the Board of Directors, shall retire after they have served on the Board of Directors for three (3) years after appointment or re-appointment to the Board of Directors.
2. All retiring Directors shall be eligible for re-appointment.

Council should note that, as per the Constitution, Councillor Ross Fowler OAM, Peter Anderson, Pat Sheehy AM, Dennis Rice and Barbara Magee retired in accordance with the Constitution at the sixth Annual General Meeting of Penrith Performing and Visual Arts Ltd held on 26 October 2010 (Councillor Ross Fowler OAM, Peter Anderson AM, Pat Sheehy AM and Barbara McGee nominated for re-election). It was resolved, at the sixth Annual General Meeting of Penrith Performing and Visual Arts Ltd, that Penrith City Council be requested to endorse the appointment of Councillor Ross Fowler, Peter Anderson AM, Pat Sheehy AM and Barbara Magee as Directors of Penrith Performing and Visual Arts Ltd.

The Board resolved not to fill the vacancy created by the resignation of Dennis Rice as it believed that the number of Directors on the Board was the appropriate size for the Board. Council's Director, Mr Barry Husking, is the General Manager's representative and was re-elected Company Secretary.

The Hon Peter Anderson AM was re-appointed Chairperson and Mr John Mullane was re-appointed as Deputy Chairperson.

**RECOMMENDATION**

That:

1. The information contained in the report on Penrith Performing and Visual Arts Ltd - Annual Report be received.
2. Council agree to underwrite the operation of the Penrith Performing and Visual Arts Ltd until the presentation to Council of the Penrith Performing and Visual Arts Ltd Annual Report for 2011/2012.

**ATTACHMENTS/APPENDICES**

There are no attachments for this report.