

BUSINESS PAPER



Penrith City Council's visionary St Marys Town Centre Master Plan, set to transform St Marys over the next 20 years, has been given the green light by the NSW Government.

Penrith Mayor Todd Carney and NSW Minister for Western Sydney Prue Car welcomed the news in Coachman's Park which will be the civic green heart for the Town Centre.

Ordinary Meeting 23 February 2026

17 February 2026

Dear Councillor,

In pursuance of the provisions of the Local Government Act, 1993 and the Regulations thereunder, notice is hereby given that an **ORDINARY MEETING** of Penrith City Council is to be held remotely using audio visual links, video streamed and in the Council Chambers, Civic Centre, 601 High Street, Penrith on Monday 23 February 2026 at 7:00 PM.

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

Yours faithfully

Andrew Moore
General Manager

BUSINESS

1. LEAVE OF ABSENCE

2. APOLOGIES

3. CONFIRMATION OF MINUTES

Ordinary Meeting - 2 February 2026.

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. MAYORAL MINUTES

Vale Norma Thorburn OAM.

6. NOTICES OF MOTION TO RESCIND A RESOLUTION

7. NOTICES OF MOTION AND QUESTIONS ON NOTICE

Support for Penrith Panthers 2026.
International Women's Day.

8. ADOPTION OF REPORTS AND RECOMMENDATION OF COMMITTEES

Local Transport Forum - 2 February 2026.
Policy and Strategy Committee Meeting - 9 February 2026.

9. DELIVERY PROGRAM REPORTS

10. URGENT BUSINESS

11. CONFIDENTIAL BUSINESS

**ORDINARY MEETING
MONDAY 23 FEBRUARY 2026
TABLE OF CONTENTS**

ADVANCE AUSTRALIA FAIR

WEBCASTING NOTICE

ACKNOWLEDGEMENT OF COUNTRY

PRAYER

COUNCIL CHAMBER SEATING ARRANGEMENTS

MEETING CALENDAR

CONFIRMATION OF MINUTES

PROCEDURE FOR ADDRESSING THE PUBLIC FORUM

MAYORAL MINUTES

REPORT AND RECOMMENDATIONS OF COMMITTEES

DELIVERY PROGRAM REPORTS

ADVANCE AUSTRALIA FAIR

**Australians all let us rejoice,
For we are one and free;
We've golden soil and wealth for toil;
Our home is girt by sea;
Our land abounds in nature's gifts
Of beauty rich and rare;
In history's page, let every stage
Advance Australia Fair.**

**In joyful strains then let us sing,
Advance Australia Fair.**

WEBCASTING NOTICE

Please note that tonight's meeting other than the confidential sessions are being recorded and will be placed on Council's website. All in attendance should refrain from making defamatory statements. Council takes all care when maintaining privacy, however members of the public gallery and those addressing Council should be aware that you may be recorded.



Acknowledgement of Country

We acknowledge and pay respect to the Darug and Gundungarra people who are the traditional owners in which Penrith Local Government Area is situated.

We also pay our respect to elders past, present and emerging, and to the First Nations people living in our community today.



PRAYER

“Sovereign God, tonight as we gather together as a Council we affirm that you are the giver and sustainer of life. We come together as representatives of our community to make decisions that will benefit this city and the people within it.

We come not in a spirit of competition, not as adversaries, but as colleagues. Help us to treat each other with respect, with dignity, with interest and with honesty. Help us not just to hear the words we say, but also to hear each others hearts. We seek to be wise in all that we say and do.

As we meet, our concern is for this city. Grant us wisdom, courage and strength.

Lord, help us. We pray this in the name of Jesus Christ our Lord. Amen.”



Council Chambers
Seating Arrangements

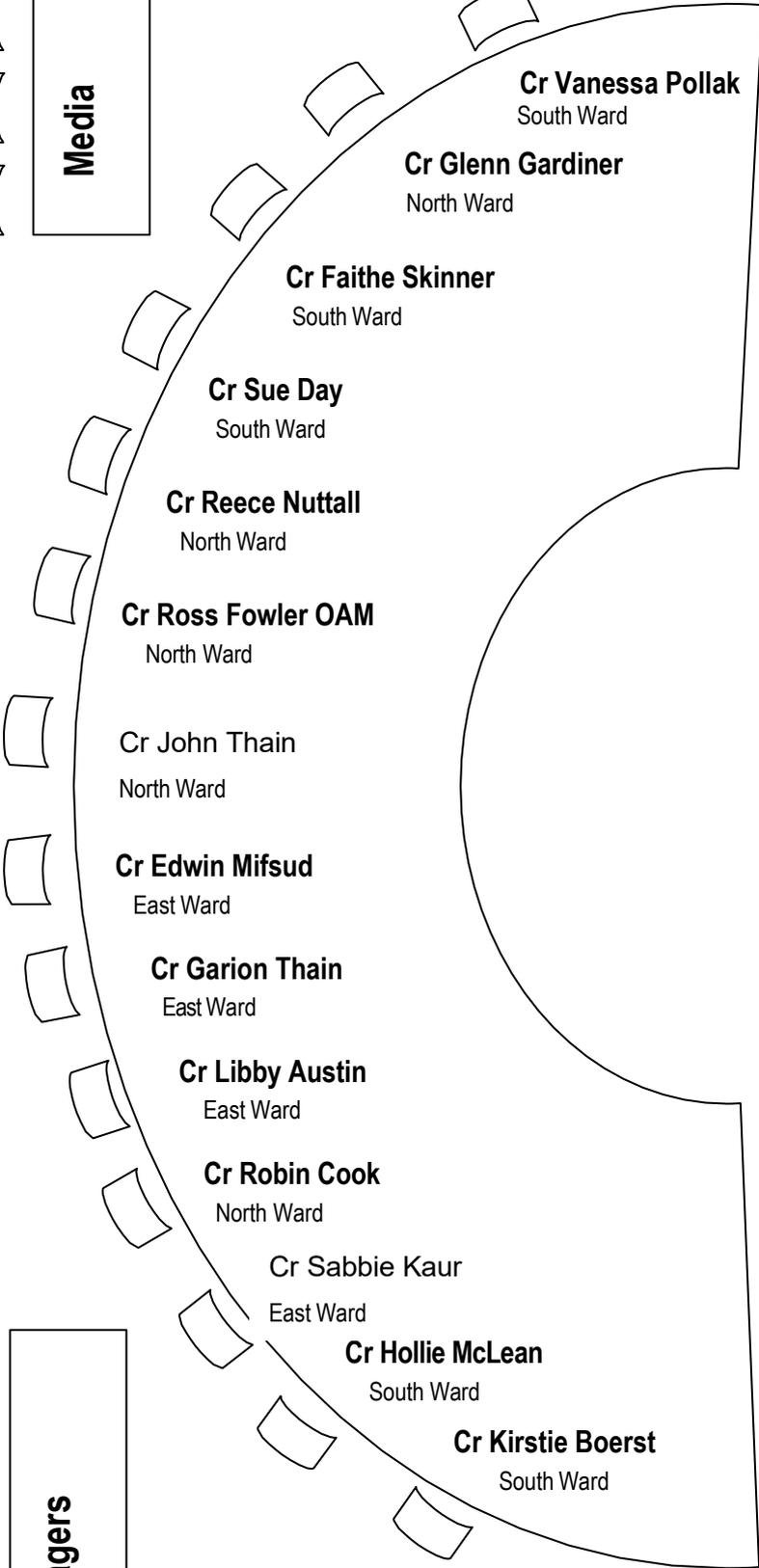
For members of the
public addressing
the meeting

Lectern

Directors

Media

Public Gallery



General Manager
Andrew Moore

His Worship
the Mayor
Councillor Todd
Carney

Head of
Governance
Adam Beggs

Minute Clerk

Managers

Directors

Oath of Office

I swear that I will undertake the duties of the office of Councillor in the best interests of the people of Penrith and the Penrith City Council and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the Local Government Act 1993 or any other Act to the best of my ability and judgment.

Affirmation of Office

I solemnly and sincerely declare and affirm that I will undertake the duties of the office of Councillor in the best interests of the people of Penrith and the Penrith City Council and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the Local Government Act 1993 or any other Act to the best of my ability and judgment.

2026 MEETING CALENDAR

January 2026 - December 2026

(Adopted by Council – 2 February 2026)

| | 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 |
| Ordinary Council Meeting | 7:00pm | | 2 23@ | 23 | 20 - | 25 # | 29* | 27 | 24@ | 28^ | 26✓ | 30∞#+ | 14 |
| Policy & Strategy Committee | 7:00pm | | 9 | 9> | 13 | 11 | 1 | 13 | 10 | 14 | 12 | 9 | 7 |

- Meeting at which the draft corporate planning documents (Delivery Program and Operational Plan) are endorsed for exhibition
- * Meeting at which the draft corporate planning documents (Delivery Program and Operational Plan) are adopted
- # Meetings at which the Operational Plan quarterly reviews (March and September) are presented
- @ Meetings at which the Delivery Program progress reports (including the Operational Plan quarterly reviews for December and June) are presented
- ^ Election of Mayor and/or Deputy Mayor
- ✓ Meeting at which the 2025-26 Financial Statements are signed and referred to auditors
- ∞ Meeting at which the 2025-26 Financial Statements are presented
- + Meeting at which the Annual Report is presented
- > To consider Budget, draft fees & charges and corporate document
- Δ

- Extraordinary Meetings are held as required.
- Members of the public are invited to observe meetings of the Council (Ordinary and Policy & Strategy Committee).
- Should you wish to address Council, please contact the Head of Governance, Adam Beggs on 4732 7597.

**UNCONFIRMED MINUTES
OF THE ORDINARY MEETING OF PENRITH CITY COUNCIL
HELD REMOTELY USING AUDIO VISUAL LINKS, VIDEO STREAMED
ON THE COUNCIL WEBSITE AND IN THE COUNCIL CHAMBERS
ON MONDAY 2 FEBRUARY 2026 AT 7:02 PM**

NATIONAL ANTHEM

The meeting opened with the National Anthem.

WEBCASTING STATEMENT

His Worship the Mayor, Councillor Todd Carney read a statement advising that Council Meetings are recorded and webcast.

ACKNOWLEDGEMENT OF COUNTRY

His Worship the Mayor, Councillor Todd Carney read an Acknowledgement of Country.

PRAYER

The Council Prayer was read by Rev. Christine Bayliss Kelly.

PRESENT

His Worship the Mayor, Councillor Todd Carney, Deputy Mayor, Councillor Garion Thain and Councillors Libby Austin, Robin Cook, Sue Day, Ross Fowler OAM, Glenn Gardiner, Sabbie Kaur, Hollie McLean, Edwin Mifsud, Reece Nuttall, Vanessa Pollak, Faithe Skinner and John Thain.

LEAVE OF ABSENCE

Leave of Absence was previously granted to Councillor Kirstie Boerst for the 2 February 2026.

APOLOGIES

There were no apologies.

CONFIRMATION OF MINUTES - Ordinary Meeting - 15 December 2025

1 RESOLVED on the MOTION of Councillor Ross Fowler OAM seconded Councillor Sue Day that the minutes of the Ordinary Meeting of 15 December 2025 be confirmed.

DECLARATIONS OF INTEREST

There were no declarations of interest.

MAYORAL MINUTES

1 Penrith wins Transition to a Circular Economy Award

Councillor Garion Thain spoke in support of the Mayoral Minute.

2 RESOLVED on the MOTION of Councillor Todd Carney seconded Councillor Garion Thain that the Mayoral Minute on Penrith wins Transition to a Circular Economy Award be

received.

2 The passing of Warren Smith OAM

Councillors John Thain and Ross Fowler OAM spoke in support of the Mayoral Minute.

3 RESOLVED on the MOTION of Councillor Todd Carney seconded Councillor John Thain that the Mayoral Minute on The passing of Warren Smith OAM be received.

3 Australia Day Honours 2026

Councillors Garion Thain, John Thain, Ross Fowler OAM and Reece Nuttall spoke in support of the Mayoral Minute.

4 RESOLVED on the MOTION of Councillor Todd Carney seconded Councillor Garion Thain that the Mayoral Minute on Australia Day Honours 2026 be received.

DELIVERY PROGRAM REPORTS

Procedural Motion

5 RESOLVED on the MOTION of Councillor Libby Austin seconded Councillor Hollie McLean that *Item 10 - Draft Code of Meeting Practice* now be brought forward for consideration.

STRATEGIC DIRECTION 5 – WORK TOGETHER

10 Draft Code of Meeting Practice

6 RESOLVED on the MOTION of Councillor Glenn Gardiner seconded Councillor Reece Nuttall

That:

1. The information contained in the report on Draft Code of Meeting Practice be received.
2. The draft Code of Meeting Practice be adopted as Council's Code of Meeting Practice, subject to the below amendments:
 - At Clause 3.7 the words “at least three (3) days”... be replaced with “at least three (3) *business* days (Wednesday for Monday meetings)”...
 - At Clause 3.10 the words “Must be submitted seven (7) business days...be replaced with “Must be submitted five (5) business days (Monday prior for Monday meetings)...
3. Council write to the Minister for Local Government to raise concerns regarding the restrictive remote attendance provisions in the Model Code of Meeting Practice, advocating for amendments that uphold accessibility inclusion and the ability of working Councillors, carers and people with disability to fully participate in Local Government, in line with the principle of inclusivity referenced in Chapter 2 of the Model Code.
4. Council write to Local Government NSW, requesting them to further advocate on the motion raised at the 2025 Annual conference regarding the restriction to remote meeting attendance provisions and to be more

active and exhaust all efforts in making representations to the Minister for Local Government to expand the reasons that could be accepted.

STRATEGIC DIRECTION 3 - SHAPE OUR GROWING CITY

1 Section 3.22 Expedited Amendments to Penrith Local Environmental Plan 2010 (Glenmore Park Stage 3 and Orchard Hills North)

7 RESOLVED on the MOTION of Councillor Ross Fowler OAM seconded Councillor Libby Austin

That:

1. The information contained in the report on Section 3.22 Expedited Amendments to Penrith Local Environmental Plan 2010 (Glenmore Park Stage 3 and Orchard Hills North) be received.
2. Council endorses the two requests to amend Penrith Local Environmental Plan 2010 under Section 3.22 of the Environmental Planning and Assessment Act 1979 (EP&A Act) contained in Attachment 2 to be forwarded to the Department of Planning, Housing and Infrastructure.
3. Council staff complete all subsequent necessary actions as determined by the Department of Planning, Housing and Infrastructure to progress the requests to amend Penrith Local Environmental Plan 2010 under Section 3.22 of the EP&A Act contained in Attachment 2.

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

For

Against

Councillor Ross Fowler OAM
Councillor Robin Cook
Councillor Todd Carney
Councillor Sue Day
Councillor Libby Austin
Councillor Sabbie Kaur
Councillor Hollie McLean
Councillor John Thain
Councillor Reece Nuttall
Councillor Garion Thain
Councillor Vanessa Pollak
Councillor Faithe Skinner
Councillor Glenn Gardiner
Councillor Edward Mifsud

2 Results of Public Exhibition - Planning Proposal for Alspec Industrial Business Park (PP-2025-1360)

8 RESOLVED on the MOTION of Councillor Reece Nuttall seconded Councillor Robin Cook

That:

1. The information contained in the report on Results of Public Exhibition - Planning Proposal for Alspeck Industrial Business Park (PP-2025-1360) be received.
2. Council endorse the Planning Proposal and its supporting Appendices, provided under separate enclosure to this report.
3. Council adopt the relevant amendments to the Penrith Local Environmental Plan 2010 as outlined in this report and the separately enclosed Planning Proposal.
4. The General Manager is granted delegation to:
 - a. make any necessary minor changes to the Planning Proposal
 - b. exercise the functions of the local plan-making authority under section 3.36(2) of the *Environmental Planning and Assessment Act 1979* to execute all necessary documents and actions to give effect to Council's decision to make the LEP amendment.

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

For

Against

Councillor Ross Fowler OAM
Councillor Robin Cook
Councillor Todd Carney
Councillor Sue Day
Councillor Libby Austin
Councillor Sabbie Kaur
Councillor Hollie McLean
Councillor John Thain
Councillor Reece Nuttall
Councillor Garion Thain
Councillor Vanessa Pollak
Councillor Faithe Skinner
Councillor Glenn Gardiner
Councillor Edward Mifsud

3 Fire Safety Update

9 RESOLVED on the MOTION of Councillor Glenn Gardiner seconded Councillor John Thain

1. The information contained in the report on Fire Safety Update be received.
2. Council proceed to issue a Notice of Intention to Serve a Fire Safety Order for 40 Christie Street, St Marys and proceed to issue an Order should the fire safety issues not be addressed to the satisfaction of Council's Building Certification and Fire Safety Coordinator upon re-inspection and prior to becoming operational.
3. Council continue to monitor these premises as part of its Fire Safety Program.

STRATEGIC DIRECTION 4 - PROVIDE FOR OUR LIFESTYLE

4 Australian Government Black Spot Program 2025/26 Funding Acceptance

10 RESOLVED on the MOTION of Councillor Reece Nuttall seconded Councillor Sue Day

That:

1. The information contained in the report on Australian Government Black Spot Program 2025/26 Funding Acceptance be received.
2. Council acknowledge acceptance of grant funding of \$2,363,100 under the 2025/26 Black Spot Program for the projects listed in Table 1.
3. Council write to the Local Federal and State Members thanking them for their ongoing support and continued funding of road safety initiatives.

5 PCC25/26-27 Blair Oval Amenities & Mavis Harris Renewal

11 RESOLVED on the MOTION of Councillor Reece Nuttall seconded Councillor Libby Austin

That:

1. The information contained in the report on PCC25/26-27 Blair Oval Amenities & Mavis Harris Renewal be received.
2. The Tender from Acron Building Services Pty Limited for \$471,721.68 (excluding GST), be accepted to undertake Blair Oval Amenities Renewal & Mavis Harris Clubhouse Renewal, St Marys.
3. The General Manager be authorised to sign all necessary legal documents in relation to this matter.
4. Variations and amendments that do not materially alter the original scope of the contract be managed under the existing Penrith City Council financial delegations within the approved budgets.

6 PCC2025-267 St Marys Central Park

12 RESOLVED on the MOTION of Councillor Reece Nuttall seconded Councillor Libby Austin

That:

1. The information contained in the report on PCC2025-267 St Marys Central Park Project (RFT PCC2025-267) be received.
2. The tender from Regal Innovations Pty Ltd for \$16,388,832.80 (excl. GST) be accepted to undertake the Design & Construction of the St Marys Central Park project.
3. Variations and amendments that do not materially alter the original scope of the contract be managed under the existing Penrith City Council financial delegations within the approved budget.
4. The General Manager be authorised to sign all the necessary legal documents in relation to this matter.

STRATEGIC DIRECTION 5 - WORK TOGETHER

7 Summary of Investments and Banking for the period 1 December 2025 - 31 December 2025

13 RESOLVED on the MOTION of Councillor Reece Nuttall seconded Councillor Hollie McLean

That:

1. The information contained in the report on Summary of Investments and Banking for the period 1 December 2025 - 31 December 2025 be received.
2. The Council's Cash Book and Bank Statements have been reconciled as at 31 December 2025.

8 2026 Australian Local Government Association (ALGA) - National General Assembly (NGA)

14 RESOLVED on the MOTION of Councillor John Thain seconded Councillor Libby Austin

That:

1. The information contained in the report on 2026 Australian Local Government Association (ALGA) - National General Assembly (NGA) be received.
2. Council nominate His Worship the Mayor, Councillor Todd Carney as its voting delegate for the 2026 National General Assembly of Local Government.
3. Council nominate any councillors who wish to attend as observers at the 2026 National General Assembly of Local Government and that councillors advise council staff.
4. Leave of absence be granted to all councillors attending the 2026 National General Assembly of Local Government.
5. Motions developed by officers and any further motions proposed by councillors be prepared and submitted to Council's Ordinary Meeting on 23 February 2026.

9 Proposed Amendment to 2026 Meeting Calendar

15 RESOLVED on the MOTION of Councillor Reece Nuttall seconded Councillor Hollie McLean

That:

1. The information contained in the report on Proposed Amendment to 2026 Meeting Calendar be received.
2. The amended Council Meeting calendar for 2026 be adopted.

URGENT BUSINESS

UB 1 Memorial Plaque in Honour of Don Barnes

Councillor John Thain requested that an amount up to \$1,000 in total be allocated from North

Ward's voted works to contribute to the memorial (waiving hall hire fees) that will be held and the installation of a memorial plaque in honour of Don Barnes at the Cranebrook Neighbourhood Centre.

16 RESOLVED on the MOTION of Councillor John Thain seconded Councillor Reece Nuttall that the matter be brought forward and dealt with as a matter of urgency.

His Worship the Mayor, Councillor Todd Carney ruled that the matter was urgent and should be dealt with at the meeting.

17 RESOLVED on the MOTION of Councillor John Thain seconded Councillor Reece Nuttall that an amount up to \$1,000 in total be allocated from North Ward's voted works to contribute to the memorial (waiving hall hire fees) that will be held and the installation of a memorial plaque in honour of Don Barnes at the Cranebrook Neighbourhood Centre.

UB 2 Leave of Absence

Councillor Vanessa Pollak requested a Leave of Absence for the Policy and Strategy Committee Meeting on 13 April 2026.

18 RESOLVED on the MOTION of Councillor Libby Austin seconded Councillor Faithe Skinner that the matter be brought forward and dealt with as a matter of urgency.

His Worship the Mayor, Councillor Todd Carney ruled that the matter was urgent and should be dealt with at the meeting.

19 RESOLVED on the MOTION of Councillor Libby Austin seconded Councillor Faithe Skinner that Councillor Vanessa Pollak be granted Leave of Absence for the Policy and Strategy Committee Meeting on 13 April 2026.

UB 3 Letter to Deputy Premier, Prue Car MP

Councillor Garion Thain requested that Council write to the Deputy Premier, Prue Car MP congratulating her on returning to work and inviting her to attend a meeting with His Workshop The Mayor, Councillor Todd Carney to discuss ongoing matters in Penrith that have taken place in her absence.

20 RESOLVED on the MOTION of Councillor Garion Thain seconded Councillor Libby Austin that the matter be brought forward and dealt with as a matter of urgency.
His Worship the Mayor, Councillor Todd Carney ruled that the matter was urgent and should be dealt with at the meeting.

21 RESOLVED on the MOTION of Councillor Garion Thain seconded Councillor Libby Austin that Council write to the Deputy Premier, Prue Car MP congratulating her on returning to work and inviting her to attend a meeting with His Workshop The Mayor, Councillor Todd Carney to discuss ongoing matters in Penrith that have taken place in her absence.

UB 4 Donation to the Heart Foundation

Councillor Todd Carney requested that an amount of \$1,000 be allocated from each Ward's voted works to support the MG ACTIVE 'Walk for Tobes' for the Heart Foundation.

22 RESOLVED on the MOTION of Councillor Todd Carney seconded Councillor Sue Day that an amount of \$1,000 be allocated from each Ward's voted works to support the MG ACTIVE 'Walk for Tobes' for the Heart Foundation.

His Worship the Mayor, Councillor Todd Carney ruled that the matter was urgent and should be dealt with at the meeting.

23 RESOLVED on the MOTION of Councillor Todd Carney seconded Councillor Sue Day that an amount of \$1,000 be allocated from each Ward's voted works to support the MG ACTIVE 'Walk for Tobes' for the Heart Foundation.

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

PENRITH CITY COUNCIL

Procedure for Addressing Public Forums

Anyone can request permission to participate in a public forum on a matter listed on the agenda of an ordinary or extraordinary meeting. Council will accept written submissions in this form up until midday on the day of the meeting.

All requests are subject to approval, and there is a limit to 2 speakers for and 2 speakers against each item on the agenda. It is at the discretion of the General Manager or delegate to accept or decline the application to speak at the Public Forum. Each accepted speaker will be allowed 5 minutes to address the Public Forum.

Applicants will receive confirmation by 2pm on the day of the Ordinary Meeting as to whether they will be provided opportunity to speak.

Public Forums are chaired by the Mayor or their nominee and held at 7pm prior to the Ordinary Meeting, when applications from members of the public have been received and accepted. Smart casual dress is the minimum appropriate standard of dress when addressing such a forum.

Speakers at Public Forums are reminded that the forum is livestreamed, and a recording will be made publicly available on the council's website. By attending the public forum, it is taken by the chairperson that the person has agreed to be included in the livestream and the recording published on Council's website. Speakers should refrain from making any defamatory statements, comments or information that may present legal risk. Speakers do not have absolute privilege (parliamentary privilege). A speaker who makes any potentially offensive or defamatory remarks about any other person may render themselves open to legal action. Please note that it is at the discretion of Council to withdraw the opportunity to speak where a speaker fails to respect meeting rules or engages in conduct that could be considered disorderly.

Prior to addressing the public forum, the person will be required to sign the following statement: "I (name) understand that the forum I intend to address on (date) is a public forum. I also understand that should I say or present any material that is inappropriate, I may be subject to legal action. I also acknowledge that I have been informed to obtain my own legal advice about the appropriateness of the material that I intend to present at the above mentioned forum".

Should a person fail to sign the above statement, then permission to address the forum will not be granted.

Procedure for Addressing a Public Forum

- Approximately 15 minutes before the forum start time, a Governance officer or delegate will speak to each person who is to speak at the forum.
- The Chair will call a speaker to the lectern or speaking area. When at the lectern/speaking area, the speaker should indicate:

- their name
- the organisation or group they are representing (if applicable)
- the issue they will address and the item number of the relevant report in the business paper.
- whether they are opposing or supporting the issue/matter (if applicable) and the action they would like Council to take, and
- their interest in the matter, for example if the matter impacts them directly, indirectly or if they are a spokesperson for others impacted.

- The speaker then has five minutes to speak on the item as per the written statement they have submitted. The speaker should not use this as opportunity to refute or support points made by previous speakers on the same issue.
- The Chair will indicate if Councillors have questions for the speaker. Speakers are under no obligation to answer a question put to them.
- The speaker should return to a seat in the audience once the Chair has thanked them.

Adam Beggs
Public Officer
02 4732 7597

MAYORAL MINUTES

Item

Page

1 [Vale Norma Thorburn OAM](#)

13



Mayoral Minute

Vale Norma Thorburn OAM

The St Marys community is mourning the loss of a beloved local icon. Norma Thorburn OAM sadly passed away earlier this month.

Norma was affectionately named 'Mrs St Marys' by many residents, which is fitting given her deep love for the area and passion for its rich heritage.

Norma served as President of the St Marys and District Historical Society over many years and was recently Treasurer. She had a long connection with Penrith City Council, serving on the Heritage Advisory Committee, and being part of a special speaker series for Council's 150 Years celebration of Penrith City in 2021.

Norma was a member of the St Marys Development Committee and the South Creek Probus Club. She led a small group of dedicated volunteers to run the St Marys Springs Festival for many years.

Norma was a life member of St Marys South Public School's Parents and Citizens' association. She served as secretary and president and ran the annual fete. Together with her first husband, George, Norma put on the school's yearly car rally. She was also a familiar face in the office of St Marys North Public School for 28 years, known then as Mrs Cull.

Norma was Penrith's Citizen of the Year in 2005 and she received the Medal of the Order of Australia in 2016 for her service to St Marys.

Norma was a proud 6th generation resident of St Marys. Her grandfather inspired her interest in history. She told the story of St Marys through books she wrote and the community tours she led. Norma spent countless hours at the home of the Historical Society, educating residents and visitors through fascinating displays. Her attention to detail was phenomenal – she could recall events and names from specific years, as well as the style of dress.

Norma was a mother of 3, grandmother of 6 and great-grandmother of 4. She was married to the late Tom Thorburn, who also contributed to the community through the Historical Society and other volunteer work. Many will remember them as the adoring couple who danced wherever they went.

On behalf of Council, I send my condolences to Norma's family and acknowledge her immense contribution to St Marys and this City.



Cr Todd Carney
Mayor of Penrith

RECOMMENDATION

That the Mayoral Minute on Vale Norma Thorburn OAM be received.

NOTICES OF MOTION

| Item | | Page |
|------|---|------|
| 1 | Support for Penrith Panthers 2026 | 1 |
| 2 | International Women's Day | 2 |



1 Support for Penrith Panthers 2026

Councillor Garion Thain TO MOVE:

That:

1. For the first week of March 2026 (period inclusive Monday, 2 March to Friday, 6 March), that Council light up the Civic Centre with the Penrith Panthers team colours, and hang the PCC Panthers Banners at the building that are usually reserved for the finals.
2. Council send a letter to Penrith Panthers informing them of the contents of this motion and wishing them well for the 2026 NRL season.

Note from Councillor

In March, the first round of the 2026 NRL season will begin, with the Penrith Panthers playing their first game away in Queensland, against current Premiers Brisbane Broncos. 2026 will be the first season since Penrith's historic finals streak was paused by a slim defeat in last year's preliminary final, also in Brisbane.

Although the Penrith Panthers are distinct entity from Council, they invoke a great deal of city pride for many thousands of Penrith residents. The club and its first-grade players make themselves accessible to fans, most of whom live in the Penrith LGA, and they to act in a way that reflects the aspirations of the city.

In consideration of the financial responsibility Council has to its residents, there are ways that Council can show support for our local club as they start the 2026 season away, particularly here at the civic centre.

Note from Council Staff

There will be costs associated with the installation of Panthers banners on the Civic Centre. Details of the costs and potential funding sources will be provided to Council at the meeting. If Council adopts the recommendation there should be a further recommendation that identifies an appropriate funding source.

ATTACHMENTS/APPENDICES

There are no attachments for this report.

2 International Women's Day

Councillor Libby Austin TO MOVE:

That the Civic Centre be lit up purple for International Women's Day on the 8 March 2026.

Note from Council Staff

Funds exist in the existing operational budget should Council resolve to adopt this recommendation.

ATTACHMENTS/APPENDICES

There are no attachments for this report.

THIS PAGE HAS BEEN LEFT BLANK INTENTIONALLY

REPORTS OF COMMITTEES

| Item | | Page |
|------|--|------|
| 1 | <u>Report and Recommendations of the Local Transport Forum held on 2 February 2026</u> | 1 |
| 2 | <u>Report and Recommendations of the Policy and Strategy Committee Meeting held on 9 February 2026</u> | 6 |



**REPORT AND RECOMMENDATIONS OF THE
LOCAL TRANSPORT FORUM HELD
ON MONDAY 2 FEBRUARY, 2026**

PRESENT

Councillor Reece Nuttall (Council Representative), Councillor Robin Cook (Representative for the Member for Penrith), Mark Rusev (Representative for the Member for Badgerys Creek) and Siva Balasubramaniam – Transport for NSW (TfNSW).

IN ATTENDANCE

Kablan Mowad – Traffic and Transport Engineering Coordinator (Chair), Phil Saverimuttu – Senior Traffic Engineer, Daniel Davidson – Senior Traffic Engineer, Karl Magistrado – Senior Traffic Engineer, Lalaine Malaluan – Senior Transport Engineer, Dennis Anthonysamy – Senior Transport Engineer, Josh Creamer – Traffic Engineer, Suzan Mehmet – Road Safety Officer, Joshua Rozario – Business Administration Trainee (Engineering), Mark Brown – Busways, Paul Bottomley – Blue Mountains Transit (CDC NSW) and James Duguid – Transit Systems.

LEAVE OF ABSENCE

Leave of Absence was previously granted to Councillor Kirstie Boerst for the 2 February 2026.

APOLOGIES

Deputy Mayor Councillor Garion Thain, Sergeant Stephen Page – Nepean Police Area Command (PAC), Joshua Hull – Head of Engineering Services and Michael Meijer – Transport Engineer.

CONFIRMATION OF MINUTES - Local Transport Forum - 1 December 2025

That the minutes of the Local Transport Forum of 1 December 2025 be confirmed.

DECLARATIONS OF INTEREST

Nil.

DELIVERY PROGRAM REPORTS

STRATEGIC DIRECTION 4 - PROVIDE FOR OUR LIFESTYLE

1 High Street, Penrith - Endorsement of Global Transport Management Plan

RECOMMENDED

That:

1. The information contained in the report on High Street, Penrith - Endorsement of Global Transport Management Plan be received.
2. Any future applicant that will use the Global TMP be advised that the document is to be used for a Class 2 event under the “*Guide to Traffic and Transport Management for Special Events*”, and that all conditions and requirements specified must be complied with prior to the event.

3. Council endorse the use of the global TMP to implement temporary closures of the following streets for future events:

| |
|---|
| Zone 1 - Full Road Closure |
| High Street – Between Station Street and Riley Street |
| Riley Street – Between High Street and Henry Street |
| Triangle Park Parking Area |

| |
|---|
| Zone 2 - Full Road Closure |
| High Street – Between Station Street and Castlereagh Street |
| Woodriff Street – Between Tindale Street and Allen Place |
| Masters Place Car Park (Partial) |

| |
|---|
| Zone 2 - Partial Road Closure |
| Woodriff Street - Between Union Lane and Tindale Street |

This would be subject to an event specific EMP, TGS and other supporting documents being presented for consideration by the Local Transport Forum for new events.

4. The Global Traffic Management Plan for Penrith CBD be endorsed, subject to the following conditions:
- a) The Global Traffic Management Plan, modified TGS and other supporting documents for the modification if applicable and a Risk Management Plan is to be lodged by the future event applicant with Transport for NSW and Traffic Management Centre for approval, prior to the event. A copy of the Transport for NSW approval must be submitted to Council prior to the event.
 - b) The future event applicant to liaise with NSW Police and obtain any approvals if required.
 - c) The future event applicant to arrange an information letterbox drop and personal communication to all business proprietors, property owners/tenants, residents and other occupants in the affected streets two weeks prior to the event. Any concerns or requirements must be resolved by the applicant.
 - d) The future event applicant to submit to Council a copy of Public Liability Insurance (usually a Certificate of Currency) of minimum \$20 million, 30 days prior to the event. In addition, the event applicant indemnifies Council, in writing, against all claims for damage and injury which may result from the proposed event.
 - e) For variations on the road closures, a detailed Traffic Guidance Scheme be prepared by a qualified and certified professional and submitted to Council, Transport for NSW and NSW Police prior to the event. The Traffic Guidance Scheme shall detail how a minimum 4.0m emergency lane is maintained at all times during the event.
 - f) The future event applicant to arrange to place barricades and provide Safe Works NSW accredited Traffic Controllers where required by the approved Traffic Management Plan. Where the Traffic Management and Traffic Guidance Schemes indicate Traffic Controllers are to be used, all Traffic Controllers must have

-
- current Safe Work NSW certification.
- g) The future event applicant to provide advice to Council prior to the event that the event complies with the NSW Work Health and Safety Act 2011 and Work Health and Safety Regulations 2017.
 - h) The future event applicant to advertise the proposed temporary road closures in local newspapers a minimum of two weeks prior to the event and provide variable message signs (VMS) in appropriate locations a minimum of two weeks prior to the event, with the locations of the VMS boards submitted to Council for endorsement prior to their erection. VMS boards should be located in accordance with the Transport for NSW Technical Direction TDT2002/11c.
 - i) The future event applicant to notify the Ambulance Service of NSW, fire brigades (Fire & Rescue NSW and NSW Rural Fire Service) and NSW State Emergency Service of the proposed event and submits a copy of the notification to Council prior to the event.
 - j) The future event applicant to notify bus companies of the proposed event and submits a copy of the notification to Council prior to the event. Bus companies shall be requested to advertise any changed route for affected buses at least four weeks prior to, and during, the event.
 - k) Should the consultation process resolve to temporarily relocate bus stops or bus routes that were not indicated in the original Traffic Management Plan, a further report be required to be submitted to the next available Local Transport Forum.
 - l) The future event applicant to ensure that noise control measures are in place as required by the Protection of the Environment Operations (Noise Control) Regulations 2017.
5. Any proposed speed limit reductions are subject to the separate approval of Transport for NSW.
 6. As a requirement of the TfNSW "*Guide to Traffic and Transport Management for Special Events 2024*" this approval endorsing the Traffic Management Plan be considered as Council's authorisation to regulate traffic on Council's roads.
 7. Council's Traffic and Transport Engineering team enter the road closures associated with future events into the Live Traffic NSW system.
 8. Council's Events team and the applicant be advised of Council's resolution.

2 Grays Lane, Cranebrook - Design Plan for Conversion of Raised Children's Crossing to Full-time Raised Pedestrian Crossing

RECOMMENDED

That:

1. The information contained in the report on Grays Lane, Cranebrook - Design Plan for Conversion of Raised Children's Crossing to Full-time Raised Pedestrian Crossing be received.
2. Council note that signage and line marking plans (Plan No. AG115), (separately enclosed) are issued for construction.
3. Council's Asset Management section be advised of Council's resolution for updating of Council's asset register.
4. The School Principal, Department of Education and School Infrastructure NSW be advised of Council's resolution.

3 Wianamatta Parkway, Jordan Springs - Endorsement of Traffic Management Plan

RECOMMENDED

That:

1. The information contained in the report on Wianamatta Parkway, Jordan Springs - Endorsement of Traffic Management Plan be received.
2. The Traffic Management Plan (separately enclosed) for temporary road closures on Wianamatta Parkway and adjacent streets be endorsed subject to separate written approval from Transport for NSW and Busways.
3. Any comments from Council's Traffic and Transport Engineering section and the Local Transport Forum be incorporated into the Traffic Management Plan (TMP), and an amended TMP be submitted to Council prior to the commencement of works.
4. Emergency services and bus operators be advised of the proposed temporary road closures.
5. Development, implementation and distribution of the Communication Strategy Plan, as outlined in the TMP, is to be undertaken by J.K. Williams at no cost to Council.

4 Notification of Works Implemented Under Sub-Delegation

RECOMMENDED

That:

1. The information contained in the report on Notification of Works Implemented Under Sub-Delegation be received.
2. The list of recent works be noted as follows:
 - a. High Street, Penrith - Installation of Signage and Line Marking Plan to Modify Existing Parking Bay to Accessible Parking Bay in Triangle Park
 - b. East Lane, St Marys - Installation of Loading Zone north of King Street

- c. Highview Avenue, Penrith – No Stopping installation
- d. Markham Avenue, Penrith – No Stopping installation
- e. Milligan Road, Cranebrook - Parking Delineation and 'Children Crossing' Signage Installation
- f. Andromeda Drive, Cranebrook – No Stopping installation
- g. Lakeside Parade, Jordan Springs – No Stopping installation
- h. Union Lane, Penrith – No Stopping relocation
- i. Union Lane, Penrith – Additional No Stopping sign
- j. Hortsmann Circuit, Jordan Springs - No Parking Council Vehicles Excepted
- k. Judges Place Car Park, Penrith - Hatching and No Parking signs
- l. Glennie Street, Colyton - Relocation of No Parking signage
- m. Queen Street, St Marys - Conversion of "Bus Zone" to "1 Hour Part-Time Parking"
- n. The Lakes Drive, Glenmore Park - Glenmore Park Public School Conversion of "Part-Time Bus Zone" to "Full-Time Bus Zone"

GENERAL BUSINESS

Nil.

There being no further business the Chairperson declared the meeting closed the time being 9:14am.

RECOMMENDATION

That the recommendations contained in the Report and Recommendations of the Local Transport Forum (Formerly Known As Local Traffic Committee) held on 2 February, 2026 be adopted.

**REPORT AND RECOMMENDATIONS OF THE
POLICY AND STRATEGY COMMITTEE MEETING
HELD ON 9 FEBRUARY, 2026**

WEBCASTING STATEMENT

His Worship the Mayor, Councillor Todd Carney read a statement advising that Council Meetings are recorded and webcast.

PRESENT – ATTENDED REMOTELY

The request from Councillor John Thain for remote attendance was accepted.

PRESENT – IN PERSON

His Worship the Mayor, Councillor Todd Carney, Deputy Mayor, Councillor Garion Thain and Councillors Libby Austin, Kirstie Boerst, Robin Cook, Sue Day, Ross Fowler OAM, Glenn Gardiner, Sabbie Kaur, Hollie McLean, Edwin Mifsud, Reece Nuttall, Vanessa Pollak and Faithe Skinner.

APOLOGIES

There were no apologies.

CONFIRMATION OF MINUTES - Policy Review Committee Meeting - 13 October 2025

The minutes of the Policy Review Committee Meeting of 1 December 2025 were confirmed.

DECLARATIONS OF INTEREST

There were no Declarations of Interest.

DELIVERY PROGRAM REPORTS

STRATEGIC DIRECTION 3 - SHAPE OUR GROWING CITY

1 Draft submission in response to the NSW Government's Draft Sydney Plan, New Approach to Strategic Planning Discussion Paper and draft Statewide Industrial Lands Policy

RECOMMENDED

That:

1. The information contained in the report on Draft submission in response to the NSW Government's Draft Sydney Plan, New Approach to Strategic Planning Discussion Paper and draft Statewide Industrial Lands Policy be received.
2. Council endorse the submission at Attachment 1 for submission to the NSW Government's Department of Planning, Housing and Infrastructure (DPHI) by the closing date on 27 February 2026.
3. Council officers include additional information in the submission to strengthen the need for quality open space and a focus on jobs,

infrastructure, public transport and liveability.

URGENT BUSINESS

There was no Urgent Business.

There being no further business the Chairperson declared the meeting closed the time being 7.41pm.

RECOMMENDATION

That the recommendations contained in the Report and Recommendations of the Policy and Strategy Committee meeting held on 9 February, 2026 be adopted.

DELIVERY PROGRAM REPORTS

| Item | | Page |
|--|---|------|
| STRATEGIC DIRECTION 1 - NURTURE OUR ENVIRONMENT | | |
| 1 | Emu Plains Floodplain Risk Management Study and Plan | 1 |
| STRATEGIC DIRECTION 2 - SUPPORT OUR WELLBEING | | |
| 2 | Public Exhibition: Draft Cranebrook Neighbourhood Action Plan | 9 |
| 3 | Penrith Community Safety Partnership | 12 |
| 4 | Children's Services Management Agreement | 15 |
| STRATEGIC DIRECTION 3 - SHAPE OUR GROWING CITY | | |
| 5 | Fire Safety Update | 21 |
| STRATEGIC DIRECTION 5 - WORK TOGETHER | | |
| 6 | PCC2025-299 Safety System Software | 32 |
| 7 | Organisational Performance and Financial Review - December 2025 | 44 |
| 8 | 2026 Australian Local Government Association (ALGA) - National General Assembly (NGA) | 50 |
| 9 | 2026 Australian Local Government Women's Association NSW Annual Conference | 56 |
| 10 | Minutes of the Audit Risk & Improvement Committee (10 December 2025) | 58 |
| 11 | Summary of Investments and Banking for the period 1 January 2026 - 31 January 2026 | 60 |



THIS PAGE HAS BEEN LEFT BLANK INTENTIONALLY

STRATEGIC DIRECTION 1 - NURTURE OUR ENVIRONMENT

| Item | | Page |
|------|--|------|
| 1 | Emu Plains Floodplain Risk Management Study and Plan | 1 |



1 Emu Plains Floodplain Risk Management Study and Plan

Compiled by: Habib Rehman, Senior Engineer - Stormwater
 Mylvaganam Senthilvasan, Floodplain Engineering Coordinator

Authorised by: Stephen Masters, Acting Head of Engineering Services
 Andrew Jackson, Director Planning and Regulatory Services

| | |
|---------------------------|---|
| Outcome | <i>Nurture our environment</i> |
| Strategy | <i>Advance climate resilience and mitigate urban heat</i> |
| Principal Activity | <i>Mitigate risks and impacts on life and property arising from current and future floodplain utilisation</i> |

Executive Summary

In accordance with the NSW Government’s Flood Risk Management Manual, Council has undertaken a Floodplain Risk Management Study and developed a Floodplain Risk Management Plan for the Emu Plains Catchment. The study area is shown in Appendix 1.

The Emu Plains catchment, covering Emu Plains, Emu Heights, and Leonay, is highly urbanised with residential, commercial, and industrial properties, including several educational institutions and open spaces. The area is affected by local overland flows as well as flooding from the Nepean River. During major storm events, backwater from the Nepean River exacerbates flooding in Emu Plains and Emu Heights.

Community consultation has been undertaken at the preliminary stages of the study to seek input from the local community. After a detailed investigation of the flooding issues, the Floodplain Risk Management Plan recommends several flood risk management options for the study area. Key recommendations of the draft Plan include:

- A review of development controls including a review of DCP and LEP.
- Enlargement of the Lapstone Creek channel from upstream of Koloona Drive to north of Old Bathurst Road, as well as the channel from upstream of Wedmore Road to downstream of Palamino Road.
- Upgrade existing culverts located on Koloona Drive, the railway line, Russell Street, Old Bathurst Road, Wedmore Road and Palamino Road.
- St Pauls Crescent stormwater upgrades
- Provision of a new swale alongside M4
- Develop a community education strategy, and
- Upgrade to Local Flood Plan.

Currently, there is no funding commitment for implementing the above management options and, if endorsed, funding opportunities will be pursued, primarily through NSW Government.

The purpose of this report is to inform Council that the draft Emu Plains Floodplain Risk Management Study and Plan are now complete and ready to go to public exhibition. The public exhibition of the Study and Plan is proposed to be held from 12 March 2026 to 9 April 2026.

Background

The NSW Government’s Flood Policy is directed at providing solutions to existing flooding issues in developed areas and ensuring that new developments are compatible with the relevant flood hazard and do not create flooding problems in other areas. Under the policy, the management of flood prone land remains the responsibility of councils.

The policy and floodplain management practices are defined in the NSW Government’s Flood Risk Management Manual, June 2023. The policy sets out a staged process Council must follow, which includes data collection, a flood study, a floodplain risk management study and plan, and implementation of the plan as shown in Figure 1 below.

The State Government provides technical advice and, in some instances, financial support to councils to manage their floodplains. The Emu Plains Catchment Floodplain Risk Management Study and Plan is jointly funded by Council and grant funding from the NSW Government through the Department of Climate Change, Energy, the Environment and Water (DCCEEW).

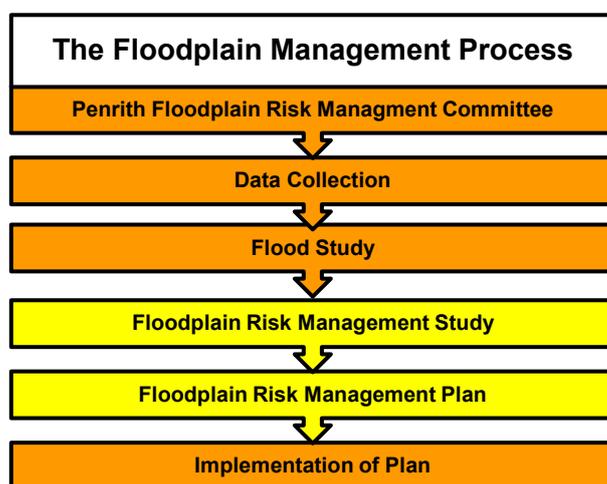


Figure 1 – Floodplain Management Process

In 2020 Council completed the Emu Plains Overland Flow Flood Study. The Flood Study provides information on flood flows, velocities, levels, flood extents, hydraulic and hazard category mapping, and emergency response precinct classifications for a range of design flood events under the existing floodplain and catchment conditions. The Emu Plains Floodplain Risk Management Study and Plan build on the outcomes of the Flood Study and identify feasible flood management solutions for the study area.

The Floodplain Risk Management Study and Plan was undertaken by engineering consultancy firm, Catchment Simulation Solutions, on behalf of Council, with the technical guidance from DCCEEW. The Study and Plan have been overseen by the Council’s Floodplain Risk Management Committee and supported by a Technical Working Group comprising members from Council, the consultant, DCCEEW and the NSW State Emergency Services (SES).

The primary objective of the Study and Plan is to develop a floodplain risk management plan for the study area that addresses the existing, future and continuing flood problems, taking into account the potential impacts of climate change.

Study Area

Penrith Local Government Area is approximately 408 square kilometres and has forty (40) creek systems and associated catchment areas all draining into either Nepean River or South Creek. All these catchment areas have been identified as requiring comprehensive floodplain risk management studies and floodplain risk management plans. For the purpose of preparing floodplain risk management studies and plans, the LGA is divided into twenty-five (25) separate study areas. Once all the work has been completed, there will be 25 separate floodplain risk management plans.

The study areas have been prioritised according to their severity of flooding based on Council's 2006 Overland Flow Overview Flood Study. Council has been undertaking detailed flood studies and floodplain risk management studies for various study areas according to their priorities.

The Emu Plains catchment was identified as one of the priority catchments requiring a detailed flood study and a floodplain risk management plan to effectively manage the flooding.

The Emu Plains catchment study area is approximately 1,300 hectares (13 square kilometers) and covers the suburbs of Emu Plains, Emu Heights and Leonay as shown in Appendix 1. The Study Area is bounded by the Nepean River to the north and east, and by Penrith LGA boundary to the west and has a contributing catchment area of approximately 2,400 hectares (24 square kilometers). The contributing catchments, including the Tunnel Gully, Knapsack Creek and Lapstone Creek catchments are also shown in Appendix 1. Tunnel Gully and Knapsack Creek flows originates from the west and flow easterly through the study area before discharging into the Nepean River. Lapstone Creek also originates from the west and flows easterly first before flowing northerly through the study area and then discharging into the Nepean River.

The Study Area is highly urbanised with a mix of residential, commercial and industrial properties including educational institutions such as Our Lady of the Way Primary School, McCarthy Catholic College and Nepean Creative and Performing Arts High School. There are several open spaces within the catchment including Leonay Golf Course, Hunter Field and Clissold Reserve. The Study Area is affected by local overland flows from creeks (Tunnel Gully, Knapsack and Lapstone Creeks) and flooding from Nepean River. During major storm events, backwater from the Nepean River breaks through Knapsack Creek and flows northerly through Emu Plains before joining Lapstone Creek. Nepean River also backs up along Lapstone Creek and inundates parts of Emu Heights and Emu Plains. The persistence of high tailwater levels at the confluence of Nepean River inhibit drainage of the study area following a major flood event.

The Floodplain Risk Management Study and Plan have been prepared in accordance with the NSW Flood Risk Management Manual, June 2023. The Study and Plan provide a comprehensive analysis of the existing and the future flood risks; investigates possible flood risk management measures to manage the flood risk; and recommends feasible flood risk management solutions.

Endorsement by the Floodplain Risk Management Committee

On 1 December 2025, the draft Emu Plains Floodplain Risk Management Study and Plan was presented to the Floodplain Risk Management Committee. The Committee endorsed the draft reports for the purpose of public exhibition.

Key recommendations of the draft Plan include:

- A review of development controls including a review of DCP and LEP.

- Enlargement of the Lapstone Creek channel from upstream of Koloona Drive to north of Old Bathurst Road, as well as the channel from upstream of Wedmore Road to downstream of Palamino Road.
- Upgrade existing culverts located on Koloona Drive, the railway line, Russell Street, Old Bathurst Road, Wedmore Road and Palamino Road.
- St Pauls Crescent stormwater upgrades
- Provision of a new swale alongside M4
- Develop a community education strategy, and
- Upgrade to Local Flood Plan.

The Emu Plains Floodplain Risk Management Study and Plan are now complete, and ready to go to public exhibition. The draft study reports include the following four (4) volumes:

1. Emu Plains Floodplain Risk Management – Study, November 2025, Volume 1 (Text)
2. Emu Plains Floodplain Risk Management – Study, November 2025, Volume 2 (Maps)
3. Emu Plains Floodplain Risk Management – Plan, November 2025 (Text), and
4. Emu Plains Floodplain Risk Management Study and Plan – Summary Report, November 2025.

Public exhibition draft reports are separately provided to Councillors in the Councillor portal and will be made available to the public on Council's website.

Public Exhibition

The public exhibition process will include direct exhibition through the study area and public notification of the exhibition period. It is proposed that the following will be undertaken as part of the public exhibition process.

- Advertisements will be placed in the local newspaper inviting residents, ratepayers and business owners to review the draft study reports and make submissions.
- Letters to property owners (approximately 5,900 letters) within the study area informing them about the public exhibition and inviting them to review the public exhibition draft reports and make submissions.
- Council's website will be used to access the study documents and arrangements will be made for making submissions electronically.
- Printed study documents will be placed as appropriate at Council offices and libraries for viewing by the public.
- A Community Factsheet detailing the flood management process and the steps involved in developing the floodplain risk management plan will be prepared and distributed. This will also be made available through Council's website, and
- A community meeting is proposed during the public exhibition so that the public can ask questions on the relevant documents and discuss as required. Details regarding the community meeting will be provided in the Factsheet to register interest.

The public exhibition will be for a minimum of four (4) weeks, and it is proposed to be held from 12 March 2026 to 9 April 2026.

Financial Implications

The report recommends that the Study and Plan be placed on exhibition for public comment. The costs associated with the public exhibition have been included in the project budget.

The recommendations contained in the final study include both flood mitigation works (structural works) as well as non-structural measures such as the review of LEP and DCP. The review of LEP and DCP has already commenced within existing budget allocation, however all other items identified in the final study are subject to future budget allocation and grant funding opportunities.

Risk Implications

Council is required to publicly exhibit the draft Study and Plan, and to seek comment before adoption. This is to meet the requirements detailed in the NSW Flood Risk Management Manual, June 2023 and to meet the grant funding requirements.

Conclusion

The Emu Plains Floodplain Risk Management Study and Plan is now complete and the draft reports are ready to go to public exhibition. It is recommended that the draft reports be publicly exhibited, and a subsequent report be brought back to Council detailing the results of the exhibition.

RECOMMENDATION

That:

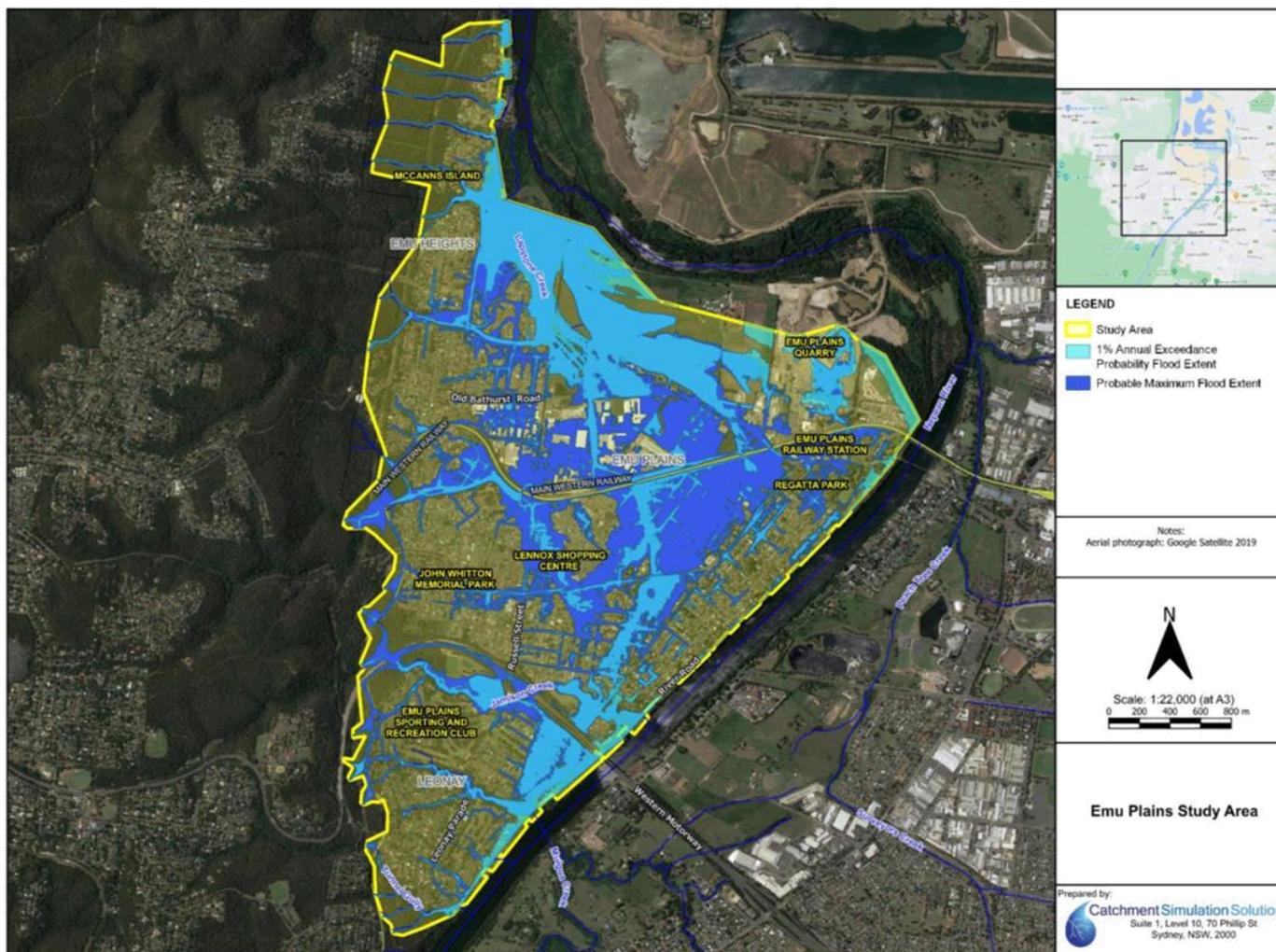
1. The information contained in the report on Emu Plains Floodplain Risk Management Study and Plan be received.
2. The draft Emu Plains Floodplain Risk Management Study and Plan, November 2025 be endorsed for public exhibition for a period of no less than 28 days.
3. A further report be presented to Council on the results of the public exhibition of the draft Emu Plains Floodplain Risk Management Study and Plan, November 2025 addressing any submissions received during the exhibition period.



ATTACHMENTS/APPENDICES

| | | |
|--|-----------|----------|
| 1. Emu Plains Floodplain Risk Management Study and Plan - Study Area | 1 Page | Appendix |
|--|-----------|----------|

Appendix 1: Study Area - Emu Plains Floodplain Risk Management Study and Plan



STRATEGIC DIRECTION 2 - SUPPORT OUR WELLBEING

| Item | | Page |
|------|--|------|
| 2 | <u>Public Exhibition: Draft Cranebrook Neighbourhood Action Plan</u> | 9 |
| 3 | <u>Penrith Community Safety Partnership</u> | 12 |
| 4 | <u>Children's Services Management Agreement</u> | 15 |



2 Public Exhibition: Draft Cranebrook Neighbourhood Action Plan

Compiled by: Natalie Wadwell, Neighbourhood Renewal Lead
 Patricia Gonzalez, Social Strategy Program Manager
 Josh Staines, First Nations Program Manager

Authorised by: Marcella Kelshaw, Head of City Activation, Community and Place
 Sandy Davies, Director Community Connection

| | |
|---------------------------|---|
| Outcome | <i>Support our wellbeing</i> |
| Strategy | <i>Strengthen community resilience, support systems and networks</i> |
| Principal Activity | <i>Support and partner with local communities to strengthen social capital and enhance community resilience</i> |

Executive Summary

This report seeks Councillor endorsement for the draft Cranebrook Neighbourhood Action Plan (The Draft Plan), to be placed on public exhibition. Titled ‘Together in Cranebrook’, this work was presented at the Councillor Briefing on 10 November 2025. This report includes an overview of the four engagement themes and approach to public exhibition.

The Draft Plan is provided in Attachment 1.

Background

At the 10 November 2025 Councillor briefing, Council officers provided an overview of the Neighbourhood Renewal Program and introduced work underway in Cranebrook. Desktop analysis of data and engagement outcomes explained why the social housing estate in Cranebrook is a priority locality for this work.

In 2006, Council made a commitment to work towards better coordination of resources directed to older established areas of Penrith LGA. Improved planning processes and emphasis on new release areas highlighted the disparity already experienced by residents in older established areas. Council set up the Established Areas Strategy 2006 to 2016, a mechanism to address inequities, enhance service delivery and improve amenity in key neighbourhoods. This work was funded through a special rate variation and is an ongoing commitment. Part of this approach was the Neighbourhood Renewal Program (NR) to ensure everyone shared in the benefits of Penrith’s growth. Statistical analysis undertaken by NR confirmed a link between socio-economic disadvantage and older established areas of the LGA.

Almost 20 years on, NR continues work alongside residents experiencing hardship to identify their strengths, needs and aspirations. This involves deep place-based engagement, community cultural development, targeted projects and collaboration with community service providers. Neighbourhood Action Plans are a core function of the program. The team deliver targeted engagement program with residents, community services and other stakeholders to capture the strengths and opportunities of a place. Following analysis, a succinct and pragmatic Neighbourhood Action Plan is developed and recommended to Council for adoption. Deliverables of Neighbourhood Action Plans are developed to be within Council’s existing scope, remit and resources.

Cranebrook is home to approximately 12,094 residents. It is largely made up of young, family-oriented households and Penrith's largest First Nations population (7% identify). The suburb is characterised by strong community connections, cultural diversity and a mix of established households, social housing and newer residential areas. As a suburb, Cranebrook ranks 11th on the Socio-economic Index for Areas (SEIFA, Australian Bureau of Statistics). However, some residents need tailored support. The social housing estate in Cranebrook ranks first among all Penrith localities for socio-economic disadvantage. This means residents in this locality experience Cranebrook differently to their neighbours and are a priority for a collaborative and strategic response.

Community Engagement

Between November 2023 and June 2025, Council ran an engagement program titled 'Together in Cranebrook'. There were 20 activities delivered both in person and online in collaboration with 25 services. This resulted in approximately 1,680 participants attending and of these 277 agreed in their feedback being used in Council's reporting.

Residents and service providers shared feedback on their experience living and working in Cranebrook. In summary, Cranebrook is home to a kind and connected community. Residents shared a love for the outdoors, First Nations culture and are united in their desire to change the suburb's stigma. Four themes emerged from the engagement:

1. First Nations people and connection to culture in Cranebrook

Residents shared the importance of connecting to First Nations culture and Country. The lived experience of older generations drives a desire to improve outcomes for the next generation/s. They see the impacts of young people navigating life between two worlds (their First Nations identity and non-indigenous systems and culture). Children and young people enjoy activities that connect them to First Nations culture.

2. Place-based community sector coordination in Cranebrook

Community workers shared a willingness to address new and persistent social issues. There is an awareness among services that the community know what they want, they need resourcing to make it happen and there is a need to work on the "wicked problems".

3. Recreation and activities in Cranebrook

Residents expressed a love for open spaces and recreational activities. However, there are barriers to participation including cost, access to transport and diversity of offerings.

4. Social cohesion, safety and belonging in Cranebrook

Perceptions of crime and stigma contribute to social division among neighbours. This is impacting the narrative of place and people, contributing to an 'us versus them' mentality.

Responding to Community Feedback

The draft Cranebrook Neighbourhood Action Plan (Attachment 1) captures work that has already been undertaken and planned in response to community feedback. Actions are listed under the four engagement themes. Council officers have already delivered a suite of quick response activities, infrastructure investigations and preparing responses/referrals to other agencies. Undertaking this work whilst developing the draft Plan has enabled Council to sustain our presence and strengthen our relationships in Cranebrook.

The engagement outcomes and persisting issues from the previous action plan in 2014 demonstrate the importance of a refreshed Neighbourhood Action Plan for Cranebrook. Not only one that addresses immediate, everyday needs, but also advocacy for systemic change and long-term solutions in partnership with government and the service sector.

Approach to Public Exhibition

Public exhibition will leverage the success of in person stakeholder meetings and reciprocal engagement activities supported by online tools for participation via Your Say Penrith. Public exhibition will take place over March 2026.

Risks and Financial Implications

Actions identified within the draft Cranebrook Neighbourhood Action Plan are funded and will be delivered within existing budgets and resources.

Conclusion

The Neighbourhood Renewal Program has delivered an 18-month community engagement program. Council staff have prepared a draft Cranebrook Neighbourhood Action Plan, that leverages Council’s remit and resources to respond to resident needs and aspirations.

RECOMMENDATION

That:

1. The information contained in the report on Public Exhibition: Draft Cranebrook Neighbourhood Action Plan be received.
2. Endorse the Draft Cranebrook Neighbourhood Action Plan to progress to Public Exhibition.



ATTACHMENTS/APPENDICES

| | | |
|---|-------------|-------------------------|
| 1. Draft Cranebrook Neighbourhood Action Plan for Public Exhibition | 13 Pages | Attachments Included |
|---|-------------|-------------------------|

3 Penrith Community Safety Partnership

Compiled by: Jacqueline Newsome, Community Resilience Program Manager
 Olivia Kidon, Community Safety Team Lead
 Patricia Gonzalez, Social Strategy Program Manager

Authorised by: Marcella Kelshaw, Head of City Activation, Community and Place
 Sandy Davies, Director Community Connection

| | |
|---------------------------|---|
| Outcome | <i>Support our wellbeing</i> |
| Strategy | <i>Live safely and enhance community wellbeing</i> |
| Principal Activity | <i>Collaborate with diverse stakeholders to enhance community wellbeing and foster a safe, welcoming city</i> |

Executive Summary

In alignment with Objective 3.3 of the Penrith Community Safety Plan 2023 – 2027, Council is committed to leading and supporting partnerships that promote safer communities. This includes an action to review the Penrith Community Safety Partnership (PCSP) with reference to improving community safety outcomes through effective collaboration.

In 2025, the Penrith Community Safety Partnership and the NSW Police–led Penrith Local Government Area Community Safety Precinct Committee (CSPC) were combined for a 12-month trial. A review of the trial outcomes found that the integrated model strengthened partnerships and improved the efficiency of responses to community safety issues.

Accordingly, this report recommends that the Penrith Community Safety Partnership be formally dissolved, with Council continuing its ongoing collaboration with the Community Safety Precinct Committee.

Background

Penrith Community Safety Partnership (PCSP)

The PCSP was established by Council in 2004 and bound by a constitution, which was revised in 2013. Refer to Attachment 1.

The PCSP is a non-decision-making committee of Council that meets up to four times a year. The meetings are chaired by the Mayor (or a delegate) and include a range of members representing local stakeholder groups including the town centre corporations and the Crime Prevention team of Nepean Police Area Command (PAC).

The focus of this group is providing advice to Council in the delivery of the Community Safety Plan and collaborating on responses to emerging issues.

All Councillors can and are invited to attend the meetings based on availability and interest.

Community Safety Precinct Committee (CSPC)

The CSPC is held quarterly and led and hosted by Nepean PAC, chaired by the Superintendent or their representative, and is attended by the Mayor, local Members

of Parliament (MPs), Council staff and a range of local businesses and community organisations.

The purpose of this group is to hear from Police regarding trends in community safety and providing feedback from constituents to Police as MPs pass on community concerns.

Trial of combined approach in 2025

The PCSP and CSPC have a significant crossover of purpose, with similar content and membership. It is this duplication that prompted a review of the PCSP and Council's collaboration with Nepean PAC, leading to a trial of the combined approach in 2025.

In the last quarter of 2024, Council staff worked closely with Nepean PAC to combine the PCSP and CSPC. A trial meeting was co-hosted on 29 November 2024, chaired by Nepean PAC.

Feedback following the meeting was positive and members of both forums expressed support for the continuation of a single combined forum. A memorandum was provided to Councillors in February 2025 which outlined the support for the combined approach and advised that a 12-month pilot would take place during 2025 to determine the ongoing feasibility of the combined meeting.

Council continued to collaborate with Nepean PAC throughout 2025 and delivered four meetings of a combined forum which adopted the name and format of the Nepean PAC-led forum, Community Safety Precinct Committee.

The meetings held on 7 March, 13 June, 5 September and 28 November all had strong stakeholder attendance, including local MPs, the Mayor, Councillors, town centre corporations, community housing providers, domestic violence and youth services, representatives from NSW Health and Youth Justice NSW, Nepean PAC and Council.

Council's role in the delivery of the Community Safety Precinct Committee included hosting the meetings at the Civic Centre, providing administrative support, strategic input to meeting agendas, and ensuring all Councillors were informed of upcoming meetings and meeting outcomes.

Recommended approach going forward 2026+

Following the November 2025 meeting, a review of trial outcomes was undertaken by Council staff in collaboration with representatives from the Nepean PAC. The strengths of the combined forum were found to be aligned, with both agencies noting improved efficiency, expanded stakeholder participations and enhanced responsiveness to community safety issues.

There was agreement that the combined forum should be adopted as the preferred ongoing model. To enable this, it was recommended that the Council-led PCSP be formally dissolved through a Council resolution.

It was further agreed that a partnership agreement between Nepean PAC would be developed to outline the roles, responsibilities, governance arrangements, purpose, values and membership criteria of the combined forum. This is currently being developed by Council officers and will be provided to Nepean PAC for feedback ahead of the first CSPC meeting in 2026.

Councillors can and are invited to attend ongoing CSPC meetings based on availability and interest. Invitations will be included in Council's corporate diary calendar bookings for 2026. Meeting minutes will be disseminated via email to all Councillors and attendees after each meeting.

Financial Implications

Project costs associated with addressing community safety priorities arising from CSPC recommendations or actions will be incorporated into the operational program budget AM176 or funded through relevant grant opportunities.

Risk Implications

The key risks associated with dissolving the PCSP include potential stakeholder disengagement, reduced Council visibility in community safety leadership, and the need for clear governance to prevent confusion during the transition.

Council officers will focus on maintaining strong stakeholder engagement to ensure a smooth transition, clearly defining governance through a partnership agreement, reinforcing Council's ongoing leadership role, collaborating closely with Nepean PAC, and regularly monitoring the effectiveness of the combined forum.

Conclusion

The 12-month trial undertaken in 2025, which combined the Penrith Community Safety Precinct Committee and the NSW Police-led Community Safety Precinct Committee, was successful and demonstrated benefits in strengthening partnerships and improving the efficiency of responses to community safety issues being identified across the Penrith LGA. The Nepean PAC is supportive of the ongoing combined forum.

The review confirmed that the integrated model provides a more streamlined, collaborative and effective approach to addressing local safety priorities.

Accordingly, this report recommends that the Penrith Community Safety Partnership be formally dissolved, with all future collaboration to continue through the Community Safety Precinct Committee.

RECOMMENDATION

That:

1. The information contained in the report on Penrith Community Safety Partnership be received.
2. Council dissolves the Penrith Community Safety Partnership, noting the ongoing relationship and collaboration with the Community Safety Precinct Committee.



ATTACHMENTS/APPENDICES

There are no attachments for this report.

4 Children's Services Management Agreement

Compiled by: Jade Bradbury, Head of Children's Services

Authorised by: Stephen Britten, Director Business Operations

| | |
|---------------------------|--|
| Outcome | <i>Support our wellbeing</i> |
| Strategy | <i>Support equitable access to community services and facilities</i> |
| Principal Activity | <i>Deliver high quality children's services</i> |

Executive Summary

The Penrith Childcare Services Draft Management Agreement 2026-2030 continues the long-standing and highly successful partnership between Penrith City Council and the Penrith Childcare Services Cooperative Ltd, ensuring the ongoing delivery of high-quality, inclusive, and accessible childcare services across the City. It maintains the proven cooperative management model while introducing a transparent and gradual five-year transition of selected operational costs to the Cooperative. This transition of costs will progressively reduce Council's financial subsidy, enhance the long-term sustainability of the services, and position these services for further review post-2030 without impacting service quality, accessibility, or parent fees.

The Draft Management Agreement was collaboratively developed during 2025 and endorsed by the Penrith Childcare Services Cooperative Board in October 2025, with minutes confirmed in November 2025. Adoption of this agreement by Council will ensure seamless continuity of services from February 2026.

This report recommends that Council resolve to agree to the Draft Management Agreement for the period 2026-2030.

Background

A Penrith Childcare Management Agreement has been in place since 2002 between Penrith City Council and the Penrith Childcare Services Cooperative Ltd, delegating the care, control, and management of Council's Children's Services under section 377 of the *Local Government Act 1993*. This cooperative model, involving a Board of Councillors, Parents, Community, and staff representatives, has enabled focused strategic oversight, community input, and operational excellence, resulting in services that consistently exceed National Quality Standards and enjoy strong community support.

The current Management Agreement has never been updated or renewed since its inception in 2002. With the current arrangement over two decades old, this contemporisation will ensure it reflects changing legislative, funding, and community requirements whilst providing operational certainty for families, staff, and key stakeholders.

Current Situation

In 2025, Council Officers and the Cooperative Board engaged in discussions to develop the Draft Management Agreement for 2026–2030, marking the first revision since 2002. The draft agreement upholds the core principles of the original partnership, including the delegation of operational oversight to the Cooperative Board, the status of all Children's

Services staff as Council employees, and the provision of essential Council corporate support services such as ICT, payroll, human resources, legal advice, risk management, governance, finance, work health and safety, records management, and marketing. It also preserves the established service portfolio as of December 2025, which includes 19 Long Day Care centres, 6 Preschools, 20 Before and After School Hours Care services (with 12 located on school grounds), 7 Vacation Care services, the Mobile Playvan, and Allied Health services.

The Cooperative Board reviewed the draft agreement at its Board Meeting on 23 October 2025, where discussions covered critical aspects to ensure the agreement's robustness and alignment with community needs. These key topics included:

1. The rationale for a five-year term to allow for meaningful implementation followed by a review period.
2. Strategies to sustain Inclusion Development Funding support after 2025, such as enhanced staff training, the addition of two new Inclusion Support Specialists as well as introducing targeted charges in preschools.
3. The potential impacts of upcoming National Disability Inclusion Scheme (NDIS) reforms and the need for further information.
4. Funding sustainability for the Mobile Playvan, with options like grant applications, outsourcing to events, or weekend operations to maintain its free community service.
5. Confirmation that the 26 childcare buildings currently incur no rent.
6. Financial modelling that accounts for service growth, wage increases, and minimal impacts on parent fees, including opportunities like the Strauss Road business case to bolster returns; alignment and consolidation of services such as Kingswood Park OSHC with Rainbow Cottage; and the need to clarify Council's ongoing support commitment to Penrith Childcare Services.

Following these discussions, the Board unanimously endorsed the Draft Management Agreement and updated Board Charter. The minutes of the 23 October 2025 meeting were subsequently confirmed at the Board's ordinary meeting on 27 November 2025. With this endorsement, the agreement is now ready for Council adoption to facilitate its execution for commencement in 2026.

Financial Implications

The Draft Management Agreement features a structured, incremental shift of certain costs to the Cooperative over five years providing direct benefits to Council through a progressive subsidy reduction without necessitating additional funding or compromising service delivery.

Specific transitions encompass:

- Head office accommodation costs: A phased transfer to full Cooperative funding by 2030, with 20% annual increments commencing at \$12,000 in 2026 up to \$60,000 in 2030 (including adjustments for CPI).

- Rental charges for the 26 childcare buildings: Commencing at \$3,000 per building in 2026 and rising 20% yearly to \$15,000 per building by 2030.
- Reactive and scheduled maintenance: The Cooperative's share increasing from 15% in 2026 to 50% from 2029, with Council contributions capped at predefined levels escalating from \$78,000 in 2026 to \$390,000 in 2030.
- Elimination of the \$200,000 annual Inclusion Development Funding subsidy provided by Council from 2026, mitigated by refined internal practices and shifts in Commonwealth and State funding.
- Sustained full Council funding for roles like the Children's Services Funding and Grants Manager and Head of Children's Services to 2030.

These provisions fit within the current \$41.2 million Children's Services budget for 2025/26, ensuring no extra fiscal burden on Council. Modelling indicates sustained high occupancy, competitive fees, and enhanced Cooperative self-sufficiency, aligning with Council's broader financial sustainability goals.

Risk Implications

The Draft Management Agreement identifies several risks that have been mitigated through collaborative development and built-in review mechanisms. Financial risks include the potential for the Cooperative to face challenges in absorbing incremental costs, such as rental charges and maintenance contributions, particularly if occupancy rates decline due to economic pressures or competition. To address this, the agreement incorporates financial modelling with conservative assumptions, staged transitions to allow adaptive budgeting, and ongoing Council support for key corporate services, reducing the likelihood of service disruptions or fee hikes that could affect community accessibility. Additionally, the removal of the \$200,000 IDF subsidy poses a risk to inclusion services for children with additional needs, but this is offset by strategies like enhanced staff training, internal inclusion practices, and exploration of alternative funding streams, ensuring continued compliance with equity standards.

Operational and governance risks arise from the first major update since 2002, including potential misalignment with evolving legislation (e.g., NDIS reforms or child safety requirements) or disruptions during the transition period, such as impacts on the Mobile Playvan's sustainability without dedicated funding. These are managed through the five-year term's flexibility for monitoring and adjustments, the Board's diverse representation for community oversight, and provisions for post-2030 review to refine the framework.

Reputational risks to Council could stem from any perceived reduction in support for Children's Services, but the agreement's emphasis on maintaining high-quality, inclusive outcomes which is aligned with National Quality Standards and community expectations mitigates this by demonstrating prudent fiscal management while prioritising service excellence.

Overall, the risks are deemed low to moderate with the agreement's structure promoting resilience and long-term viability for Penrith's Children's Services.

Conclusion

The Draft Management Agreement 2026–2030 signifies a significant milestone in evolving the longstanding partnership between Penrith City Council and the Penrith Childcare Cooperative Board that was established in 2002. This updated agreement adapts to modern challenges while preserving the relationship strengths in delivering exceptional early childhood education to Penrith families. By maintaining the cooperative governance model that integrates diverse stakeholder voices with expert management, the agreement fosters ongoing innovation, regulatory compliance, and community-centric programming, as evidenced by initiatives like intergenerational events, sustainability projects, and enhanced child safety measures.

The incremental cost reductions over the next five years offer substantial benefits to Council, including a measured decrease in subsidy obligations, mitigated long-term financial exposure, and increased operational autonomy for the Cooperative which will be achieved without elevating parent fees or diminishing service quality and inclusivity. This balanced approach enables close monitoring of outcomes, with a further review post-2030 to refine the framework in response to emerging needs, funding landscapes, and community feedback.

RECOMMENDATION

That:

1. The information contained in the report on Children's Services Management Agreement be received.
2. Council adopt the attached Draft Management Agreement 2026–2030, effective from February 2026.
3. Council authorises the General Manager and or Mayor under seal, to execute the Agreement on behalf of Penrith City Council.



ATTACHMENTS/APPENDICES

| | | |
|---|-------------|-------------------------|
| 1. Draft Children's Services Management Agreement 2026-2030 | 45 Pages | Attachments Included |
|---|-------------|-------------------------|

STRATEGIC DIRECTION 3 - SHAPE OUR GROWING CITY

Item

Page

5 [Fire Safety Update](#)

21



5 Fire Safety Update

Compiled by: Craig Squires, Building Certification and Fire Safety Co-ordinator

Authorised by: Peter Wood, Head of Development Services
Andrew Jackson, Director Planning and Regulatory Services

| | |
|---------------------------|---|
| Outcome | <i>Shape our growing city</i> |
| Strategy | <i>Navigate balanced growth and plan strategically</i> |
| Principal Activity | <i>Assess, certify and guide sustainable quality development outcomes for the community</i> |

Executive Summary

Council is in receipt of an inspection report from Fire and Rescue NSW (FRNSW) concerning fire safety issues at a property in the Penrith Local Government Area. FRNSW inspect sites as part of their duties either routinely or on request. The premises highlighted in this report were inspected by FRNSW following a complaint received.

Schedule 5, Part 8, Clause 17 of the Environmental Planning and Assessment Act 1979 (the Act) requires a FRNSW inspection report to be reported to a Council meeting for a decision on whether or not to issue a Fire Safety Order. Council officers have undertaken an inspection and brought the matters raised to the attention of the relevant property owner/manager.

Given the extent of issues identified, it is recommended that a Notice of Intention to Serve an Order (NISO) is issued. Subject to further investigations and if matters are not rectified in response to the NISO, it is recommended that an Order be issued. It is also recommended that Council advise FRNSW of its decision to proceed to issue a NISO and Order pending further investigations and the responses to the NISO.

Fire and Rescue Reporting

The fire safety upgrading provisions are contained in Fire Safety Orders 1, 2 and 3 of Schedule 5, Part 2 of the Act. These matters have arisen from a circumstance where FRNSW have prepared an inspection report advising Council of fire safety issues and requested Council to determine the matter. Copies of the inspection reports are provided in the appendices.

Under Section 9.32 of the Act, FRNSW can inspect any premises of shared accommodation or any other premises when requested by the Council, a person who is the owner, lessee or occupier of the building, or when they receive a complaint in writing. In most instances, the inspection is initiated by a complaint and in these circumstances the complainant is rarely disclosed to Council.

When Council receives advice from FRNSW that they have inspected a premises, under Schedule 5, Part 8, Clause 17 of the Act, the matter must be reported to a meeting of the Council to determine whether it will exercise its powers under the Act to issue an Order to rectify the situation. Council must also give notice of its determination to the Commissioner of FRNSW.

The predominant order issued by Council is Fire Safety Order No.1 which is to do or stop doing things for the purposes of ensuring or promoting adequate fire safety or fire safety awareness when the current provision is inadequate.

It is served to the owner of the premises. A summary of FRNSW inspection report, Council's actions and recommendation are in the following table:

Table 1: Details of inspection reports and Council response

| Premises | FRNSW comments | Status / Actions |
|---|---|---|
| No. 2115-2131 Castlereagh Road, Penrith | <ul style="list-style-type: none"> • Concerns raised regarding whether the main building complies with the requirements for a large, isolated building under the provisions in the National Construction Code. • Travel distances to some required exits appear excessive and some appear non-compliant. • Zone block plan adjacent to the Fire brigade Panel did not accurately depict the current layout of the building. • Issues regarding emergency lighting and exit signs not provided and non-compliant in some parts of the building. • Inadequate fire hose reel coverage to some parts of the building. • Fire hydrant block plan does not accurately depict the configuration of the fire hydrant system installed. • Automatic fire detection not maintained since February 2025 • A current Annual Fire Safety Statement not displayed. | <ul style="list-style-type: none"> • A NISO is recommended to be served on the owners of the property requesting a full National Construction Code (NCC) report which identifies any NCC non-compliances, any upgrades required and provides a fire safety upgrade strategy to ensure required fire safety measures on the premises are implemented to Council's satisfaction. |

Financial Implications

There are no financial implications associated with this report.

Risk Implications

There is no risk implications associated with this report subject to the recommendation.

Conclusion

The fire safety issues identified by FRNSW are being responded to by Council officers to ensure that they are addressed by the owners of the premises. It is recommended that Council proceed to issue a Notice of Intention to Serve an Order (NISO) and proceed to issue an Order if required, subject to the outcome of response to the NISO, further investigation and inspections. It is also recommended that Council Officers continue to monitor the premises and advise FRNSW of its' decision.

RECOMMENDATION

That:

1. The information contained in the report on Fire Safety Update be received.
2. Council proceed to issue a Notice of Intention to Serve an Order for 2115-2131 Castlereagh Road, Penrith.
3. Council Officers continue to investigate and inspect the premises to ensure Fire Safety requirements are met.
4. FRNSW be advised of Council's decision.



ATTACHMENTS/APPENDICES

1. 2115-2131 Castlereagh Road Penrith 5 Pages Appendix

OFFICIAL



File Ref. No: FRN21/3678-1 – BFS25/3081 - 8000042527
TRIM Ref. No: D26/8507
Contact: Ryan Maestri

23 January 2026

General Manager
Penrith City Council
PO Box 60
PENRITH NSW 2751

Email: council@penrith.city

Attention: Manager Compliance/Fire Safety

Dear Sir / Madam

**Re: INSPECTION REPORT
MANUFACTOR
2115-2131 CASTLEREAGH ROAD, PENRITH (“the premises”)**

Fire and Rescue NSW (FRNSW) received correspondence on 8 May 2025 concerning the adequacy of the provision for fire safety in connection with ‘the premises’.

The correspondence stated that:

- *A number of fire exits have been blocked in numerous tenancies which prevent people from escaping the building quickly.*
- *The buildings have also had a lot of new business who have moved in and I am concerned that there is no sprinkler system or fire brigade access around the building. The building is very large.*

Pursuant to Section 9.32(1) of the *Environmental Planning and Assessment Act 1979* (EP&A Act), Authorised Fire Officers from the Fire Safety Compliance Unit of FRNSW inspected ‘the premises’ on 13 January 2026.

On behalf of the Commissioner of FRNSW, the comments in this report are provided under Section 9.32(4) and Schedule 5, Part 8, Section 17(1) of the EP&A Act.

The items listed in the comments of this report are based on the following limitations:

| | | |
|--|-------------------------------------|--|
| Fire and Rescue NSW | ABN 12 593 473 110 | www.fire.nsw.gov.au |
| Community Safety Directorate Fire Safety Compliance Unit | 1 Amarina Ave Greenacre NSW 2190 | T (02) 9742 7434 F (02) 9742 7483 |
| www.fire.nsw.gov.au | | Page 1 of 5 |

OFFICIAL

OFFICIAL

- A general overview of the building was obtained without using the development consent conditions or approved floor plans as a reference.
- Details of the Provisions for Fire Safety and Fire Fighting Equipment are limited to a visual inspection of the parts in the building accessed and the fire safety measures observed at the time.
- Access to all tenancies and other parts of the buildings were not available at the time of the inspection. This includes the whole of the “Capral” building.

COMMENTS

The following items were identified during the inspection:

1. Compartmentation

- 1A. FRNSW are of the opinion that buildings B1 and B2 constituted a fire compartment that exceeded the maximum 5,000 m² floor area permitted under Clause C3D3 of the National Construction Code Volume 1 2022 (NCC) for Class 7b / 8 buildings.

There appeared to have been attempts made to divide the building into smaller fire compartments, however, many of these works were undertaken in a non-compliant or incomplete manner.

Consequently, the building has been treated as though it is a large-isolated building as defined under the NCC and the following concerns are raised in this regard:

- A. The building has not been provided with a sprinkler system, contrary to the requirements of Clause C3D4 of the NCC.
- B. The building has not been provided with perimeter vehicular access complying with Clause C3D5 of the NCC or FRNSW’s Fire safety guideline [“Access for fire brigade vehicles and firefighters”](#) version 5 dated 4 October 2019, contrary to the requirements of Clause C3D4 of the NCC.
- C. The building appears to have a floor area greater than 18,000 m² and, as such, would be subject to the requirements of Clause E2D10 of the NCC requiring automatic smoke and heat vents or an automatic smoke exhaust system.

2. Egress

- 2A. In tenancy T7, the travel distance to the nearest exit from the eastern end was greater than that permitted under Clause D2D5 of the NCC.
- 2B. A number of the exit doors from tenancy T33 were not readily openable by a single hand downward action on a single device, contrary to the requirements of Clause D3D26 of the NCC. In this regard:

OFFICIAL

- A. Latch operating devices were lockable from the inside.
 - B. Latch operating devices were damaged such that they were inoperable.
 - C. Door leaves were sticking against the door jambs.
 - D. Latch operating devices were of a non-compliant type or missing altogether.
- 2C. A compliant exit is not provided from the northernmost end of tenancy T30, contrary to the requirements of Clause D3D24 of the NCC. This results in travel distances to the nearest available compliant exit greater than those permitted under Clause D3D5 of the NCC.
- 2D. Numerous exit doors throughout the premises were capable of being blocked externally by vehicles and were not provided with suitable barriers, contrary to the requirements of Clause D2D15 of the NCC.
3. Services and Equipment
- 3A. Automatic Fire Detection and Alarm System
- A. The zone block plan provided adjacent to the Fire Brigade Panel (FBP) located in tenancy T28 did not accurately depict the current layout of the building, contrary to the requirements of Clause 3.10 of AS 1670.1-2018.
- 3B. Emergency Lighting
- A. Tenancy T17 was not provided with emergency lighting throughout, contrary to the requirements of Clause E4D2 of the NCC.
 - B. The covered area joining buildings B1 and B2 was not provided with emergency lighting, contrary to the requirements of Clause E4D2 of the NCC.
- 3C. Exit Signs
- A. Tenancy T17 was not provided with exit signs, contrary to the requirements of Clause E4D5 of the NCC.
 - B. The illuminated exit sign fittings located within tenancy T32 did not incorporate "running man" pictorials, contrary to the requirements of Clause 5.5 of AS 2293.1-2018.
 - C. A significant number of exit signs throughout the premises were not illuminated, contrary to the requirements of AS 2293.1-2018.
 - D. A directional sign is located at the northernmost end of tenancy T30 directed occupants to a roller shutter for egress, contrary to the requirements of Clause D3D24 of the NCC.

OFFICIAL

- E. Numerous exit signs throughout the premises were not illuminated, contrary to the requirements of AS 2293.1-2018.

3D. Fire Hose Reels

- A. Compliant fire hose reel coverage was not provided to tenancies T7, T17, T33 and T37, contrary to the requirements of Clause E1D3 of the NCC.
- B. The fire hose reel providing partial coverage to tenancies T33 and T37 was provided with a nozzle that was not able to be interlocked with the stop valve and was not compliant with the requirements of Section 5 of AS 2441-2005.
- C. The fire hose reels located in tenancies T32 and T36 was not located within 4 metres of an exit, contrary to the requirements of Clause E1D3 of the NCC.

3E. Fire Hydrant System

- A. The fire hydrant block plan located at the fire hydrant booster assembly does not accurately depict the configuration of the fire hydrant system in the area between buildings B1 and B2, contrary to the requirements of Clause 11.5 of AS 2419.1-2021.
- B. The single valved fire hydrant located between buildings B1 and B2 is not located within 4 metres of an exit, contrary to the requirements of Clause 3.6.2 of AS 2419.1-2021.

4. Maintenance

- 4A. The automatic fire detection and alarm system located in tenancy T28 had not been maintained since February 2025, contrary to the requirements of Clause 6.4 of AS 1851-2012.

5. General

- 5A. A current Annual Fire Safety Statement was not displayed in a prominent location within the building or provided to FRNSW contrary to the requirements of Section 89 of the Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021.

FRNSW believes that there are inadequate provisions for fire safety within the building.

RECOMMENDATIONS

FRNSW recommends that Council:

- a. Review items 1 to 5 of this report and conduct an inspection.

OFFICIAL

- b. Ensure that an audit of all buildings on site is undertaken with respect to the requirements of Sections C, D and E of the NCC with a view to identifying and rectifying non-compliances in that regard such that no matter exists that would allow the Council to issue a Fire Safety Order Number 1 under Part 2 of Schedule 5 of the Environmental Planning and Assessment Act 1979.
- c. Ensure that the fire hydrant system is able to provide the required flow for the fire compartment sizes as per Table 2.2.5 (B) of AS 2419.1-2021.
- d. Ensure that the fire safety measures serving the premises are being regularly maintained and that an Annual Fire Safety Statement is being provided to both the Council and FRNSW and being displayed prominently on site.
- e. Address any other deficiencies identified on "the premises".

Please be advised that Schedule 5, Part 8, Section 17(2) requires any report or recommendation from the Commissioner of FRNSW to be tabled at a Council meeting. This matter is referred to Council as the appropriate regulatory authority. FRNSW awaits the Council's advice regarding its determination under Schedule 5, Part 8, Section 17 (4) of the EP&A Act.

Please do not hesitate to contact Ryan Maestri of FRNSW's Fire Safety Compliance Unit at FireSafety@fire.nsw.gov.au or call (02) 9742 7434 if there are any questions or concerns about the above matters. Please refer to file reference FRN21/3678-1 – BFS25/3081 - 8000042527 regarding any correspondence concerning this matter.

Yours faithfully



Ryan Maestri
Senior Building Surveyor
Fire Safety Compliance Unit

THIS PAGE HAS BEEN LEFT BLANK INTENTIONALLY

STRATEGIC DIRECTION 5 - WORK TOGETHER

| Item | | Page |
|------|--|------|
| 6 | <u>PCC2025-299 Safety System Software</u> | 32 |
| 7 | <u>Organisational Performance and Financial Review - December 2025</u> | 44 |
| 8 | <u>2026 Australian Local Government Association (ALGA) - National General Assembly (NGA)</u> | 50 |
| 9 | <u>2026 Australian Local Government Women's Association NSW Annual Conference</u> | 56 |
| 10 | <u>Minutes of the Audit Risk & Improvement Committee (10 December 2025)</u> | 58 |
| 11 | <u>Summary of Investments and Banking for the period 1 January 2026 - 31 January 2026</u> | 60 |



6 PCC2025-299 Safety System Software

Compiled by: Kirsten Locke, Work Health and Safety Business Partner
 Peta Basso, Work Health and Safety Manager
 Christine Woodbury, Human Resources Business Partner
 Joshua Fayle, Head of People and Culture

Authorised by: Matthew Bullivant, Director Corporate Services

| | |
|---------------------------|---|
| Outcome | <i>Work together</i> |
| Strategy | <i>Act with integrity, transparency and accountability</i> |
| Principal Activity | <i>Ensure the Council's information technology, business systems and data are contemporary and secure, meeting the needs of both the organisation and the community</i> |

Executive Summary

As part of the Core Business Systems Transformation Project, the tender for a new safety software system has been finalised. The system will replace Council's current manual Work, Health and Safety (WHS) processes with a modern, integrated platform to manage incidents, hazards, injury management, risk assessments and reporting (plus other modules).

Following a robust procurement process, including stakeholder engagement, functional assessments, and vendor demonstrations, EcoPortal Australia Pty Ltd submitted the tender that most closely met Council's functional and technical requirements and was assessed as being the most advantageous overall outcome when compared with other respondents.

While EcoPortal Australia Pty Ltd demonstrated that it meets the tender specifications and can deliver a solution within Council's approved budget, its tender submission includes assumptions that require further refinement prior to contract execution. In particular, the submission indicates that final system scope, workflows and integrations are subject to confirmation through a scoping process, and certain commercial terms, including the proposed timing of licence payments and assumptions relating to final system scope and complexity, require clarification to ensure alignment with Council's financial governance requirements.

For these reasons, and as outlined in the body of this report, the initial recommended actions, as determined by the Evaluation Panel, are for Council to "decline to accept any of the tender submissions" as permitted under Clause 178 (1)(b) of the Local Government (General) Regulation 2021 (the Regulation). Further in accordance with Clause 178 (3)(e) of the regulation, "by resolution of the Council, enter into negotiations with any person (whether or not the person was a tenderer) with a view to entering into a contract in relation to the subject matter of the tender".

Progressing with the rejection of all tenders and commencing negotiations with EcoPortal Australia Pty Ltd will allow Council to finalise tenderer payment terms, system modules, workflows and integrations prior to contract award.

This report is complemented by a further report in Confidential Business which outlines the negotiation parameters.

Background

Penrith City Council (Council) has embraced business transformation as a mechanism for addressing challenges arising from disparate, outdated, non-existent technology and

processes, and for responding to local government trends and economic growth of the local area.

This transformation began through Council's Customer Experience Strategy, which focused on improving technology to support customer interactions and digital access to services. To leverage this progress and support internal operations, Council identified the need to modernise its core business systems.

Council's core systems include platforms that manage essential day-to-day activities such as finance, procurement, human resources, payroll, work health and safety, regulatory compliance, property and rating, corporate reporting, and asset management. Many of these systems were implemented in the early 2000s, and since then, inconsistent investment has led to significant limitations in functionality, integration, and support. Several systems have now reached end-of-life status, meaning no further upgrades or vendor support are available.

Council engaged KPMG over two separate engagements to assist with the following:

- Development of Enterprise Resource Planning (ERP) strategy and roadmap including identification of systems to include;
- Development of an ERP Business Case;
- Development of solution and functional requirements.

These engagements identified that a hybrid technology model – using a mostly integrated solution supported by specialist systems for key functions, was preferred. This model allows Council to maintain best-fit functionality across core areas, with integration between modules where full end-to-end platforms do not meet all requirements.

In 2024, an open Request for Tender (PCC2024-78 Human Resources and Payroll Systems Transformation) was undertaken following the earlier Expression Of Interest process. Vendors were invited to present demonstrations of their systems, which included WHS modules as part of a broader Human Resources (HR) and payroll solution.

While this process progressed to a successful outcome for the Human Resources and Payroll components, it became clear during the demonstrations and evaluation that none of the shortlisted vendors could offer a WHS solution that sufficiently met Council's functional, technical, and operational requirements.

Council at its 11 November 2024 Ordinary Meeting endorsed the panel's determination that it would be prudent to exclude the WHS system from the open tender due to optional nature of several of WHS systems included and a lack of functionality within the other submissions. In addition, that a subsequent procurement process occurs to ensure an optimal outcome for Council.

Current Situation

Currently Council operates without a dedicated WHS software system. All safety-related functions – including the recording of incidents, tracking of hazards, and coordination of safety actions – are managed manually via spreadsheets, email, and printed documentation. This creates challenges in ensuring consistency, timeliness and compliance with legislative requirements under the Work Health and Safety Act 2011 (NSW).

Manual processes also limit the ability to effectively manage safety data across departments, identify trends, or produce reliable reports for governance and audit purposes. These limitations present significant operational risk and inhibit the organisation's ability to respond proactively to safety concerns.

To address this gap, Council engaged key internal stakeholders across WHS, HR, Information & Communications Technology (ICT) and Injury Management to develop detailed functional, technical, and integration requirements for a new safety system. These requirements informed the development and release of a competitive tender process.

The implementation of a centralised, automated WHS platform is expected to drive improvements in compliance, accountability, efficiency and culture. It will also contribute to enhanced staff wellbeing, more effective management of incidents and injuries, and clearer reporting at all levels of the organisation.

The Safety Software System forms part of Council's broader ERP and core business systems transformation program. The implementation of a dedicated WHS platform supports Council's transition away from manual and fragmented processes and aligns with the broader objective of modernising systems to improve governance, efficiency and data-driven decision-making.

The broader ERP program, including finance, procurement, property and rating, payroll and human resources systems, is progressing in accordance with Council's endorsed program. Procurement of the Safety System Software does not impact delivery of the ERP program and will be implemented in a manner that supports integration with Council's core systems.

Tender Details

An open Request for Tender (RFT) for the Safety Software System was released via VendorPanel closed on 21 May 2025. The RFT invited submissions from suitably experienced vendors capable of delivering a fully integrated WHS solution aligned with Council's business requirements.

The progression of this tender to Council has taken longer than initially anticipated due to the need to complete detailed financial and commercial due diligence to ensure value for money and manage Council's financial exposure, changes in key personnel involved in the evaluation process, and the end-of-year holiday period. The due diligence included assessment of pricing assumptions, financial viability, and potential commercial risks associated with contract execution.

As part of this due diligence, it was identified that further clarification is required to confirm scope, pricing assumptions and contract settings that may impact Council's financial exposure prior to contract award. EcoPortal's tender submission states that final system complexity and workflows are subject to confirmation through a scoping workshop, meaning final pricing cannot be confirmed until this occurs. In addition, the proposed timing of licence payments requires clarification to ensure alignment with Council's financial governance requirements.

To maintain procurement probity and achieve cost certainty, it is proposed that Council reject all tenders and enter into negotiations with the preferred supplier.

While this has extended the procurement timeframe, the proposed approach reduces the risk of unforeseen cost escalation and strengthens Council's commercial position before entering into a contractual commitment.

The tender covered the following key modules and capabilities:

- Incident and near-miss reporting and investigation
- Injury Management and Return-to-Work workflows

- Hazard identification and corrective action tracking
- Risk assessment planning, review and registers
- Safety inspections and checklists
- Reporting dashboards and analytics
- Contractor and volunteer management
- Emergency management and safety alerts
- Document management and audits

Council received a total of seven (7) responses, each of which are outlined in the table as follows:

| Company | Company Australia Address | Directors |
|--|---|--------------------------------------|
| Beakon Pty Ltd | Suite 9.04, 2-14 Kings Cross Road, Potts Point NSW 2011 | Sam Davies |
| EcoPortal Australia Pty Ltd | Suite 5025, 140 Bourke Street, Melbourne VIC 3000 | Manuel and Helene Seidel |
| HSI Apac Pty Ltd | Suite 1, Level 6, 10 Spring Street, Sydney NSW 2000 | Chad Birckelbaw (Executive Chairman) |
| Site Sherpa | 124A Toorak Road, South Yarra, VIC 3141 | Justine Youl |
| The Trustee for Compensation Business – T/as The Elumina Group | 175 Maroondah Hwy, Ringwood, VIC 3134 | Aaron McHarry |
| Work Metrics | Level 35, Central Park, 152-158 St Georges Terrace, Perth WA 6000 | Dr Jeremy Nunn |
| Yoku Solutions | Level 2, 10 Market Street, Brisbane QLD 4000 | Anthony & Deborah Rogers |

Evaluation Process

Nicole Fahy, Procurement Business Partner, performed the role of tender administration and probity officer for this tender.

Submissions were initially reviewed for compliance with the below criteria by the evaluation panel made up of the following:

- Kath Garth – WHS Manager
- Kirsten Locke – WHS Business Partner

- Julian Davy – WHS Support Officer
- Shivani Chand – ICT Business Solutions Manager
- Kate Bradshaw – ICT Business Analyst

Compliance Criteria

- Statement of Conformance
- Compliance and Conflicts of Interest
- Current Insurance Policies
- Quality Management System
- WHS Contract Assessment Form
- Workplace Relations Information
- Tender Offer Form
- Supply of Relevant Appendices

Qualitative Criteria

- Schedule of Fees
- Capacity to perform the services
- Methodology and Approach
- Functional Requirements
- ICT Functional Requirements
- Approach and Methodology for Integration and Data Migration
- Local Supplier

The following one (1) tenderer was considered non-complying based on the limited information supplied or not meeting compliance criteria of both functional and technical requirements and therefore not considered any further.

- Site Sherpa

The schedule of fees was also considered to ensure vendors moving to the next round of assessment could provide an implemented solution within Council’s allocated budget. The table below provides a summary of the costs for each vendor:

| Company | Implementation Costs (includes Integration and Data Migration) | Annual Licencing* | Total 5 year cost* | Licence Model |
|----------------|---|--------------------------|---------------------------|----------------------|
| | | | | |

| | | | | |
|---|-----------|-----------|-------------|--------------|
| Work Metrics | \$15,000 | \$50,000 | \$265,000 | Flat Fee |
| The Trustee for Compensation Business | \$90,000 | \$40,000 | \$290,000 | Flat Fee |
| EcoPortal Australia Pty Ltd | \$61,634 | \$99,600 | \$559,634 | Flat Fee |
| HSI Apac Pty Ltd (Quoted 1650 users and 2500 contractors/volunteers) | \$96,700 | \$196,080 | \$1,077,100 | Pay per user |
| Beakon Pty Ltd (Quoted 1650 users and 2500 contractors/volunteers) | \$210,250 | \$225,000 | \$1,335,250 | Pay per user |
| Yoku Solutions | \$320,000 | \$720,000 | \$3,920,000 | Flat Fee |

*Subject to CPI adjustment after initial 5 year contract.

After a thorough evaluation of the technical criteria, associated risks, and pricing, the two (2) below submissions did not progress to the next stage of the process. As a result, these submissions were not included in the short list for demonstrations.

- The Trustee for Compensation Business
- Yoko Solutions

Subsequently four (4) of the seven (7) respondents were shortlisted and considered by the RFT Evaluation Panel as suitable for the next round of assessment:

- Beakon Pty Ltd
- EcoPortal Australia Pty Ltd
- HSI Apac Pty Ltd
- Work Metrics

These companies were contacted by Council's Procurement team and invited to demonstrate their proposed solution, tailored to Council-specific WHS functions, to an evaluation panel. These included workflows for reporting incidents, completing a risk assessment, assigning safety actions and running audit-ready reports.

System Demonstration Assessment

The system demonstration panel consisted of representatives from the following areas:

- WHS and Injury Management

- ICT
- HR
- Health and Safety Representatives (HSRs) from each workgroup (Indoor/Library, Outdoor, Children’s Services, Aquatics & Leisure)
- Health and Safety Committee Management Representative
- Procurement providing probity assistance during the demonstrations.

Vendors were provided with a list of requirements to assist the evaluation panel in ascertaining whether the functionality and useability of the system would be viable for the organisation. The systems were then assessed based on the demonstrations to meet the organisational functional requirements, ICT requirements and ability to streamline business processes. Vendors then demonstrated their products, showcasing:

- How the system met the organisation’s functional and ICT requirements included in the RFT;
- Alignment with business processes;
- Ability to handle complex workflows across multiple departments; and
- Reporting capabilities.

The system demonstration panel reconvened following the conclusion of the demonstrations to evaluate the vendors’ ability to address the needs of the RFT, taking into account the key areas respondents were asked to present. The following comments outline the outcomes of the evaluation process:

1. HSI Apac Pty Ltd – Proposed a pay-per-user licencing model which, for Council’s workforce size, would result in higher total costs over the contract term.

When compared with EcoPortal Australia Pty Ltd, HIS Apac Pty Ltd was not able to demonstrate the same level of alignment with Council’s functional requirements, particularly in relation to usability for field-based staff and mobile reporting capability.

2. Beakon Pty Ltd – Proposed a pay-per-user licencing model which, for Council’s workforce size, would result in higher total costs over the contract term.

While Beakon Pty Ltd demonstrated comprehensive WHS functionality, its platform involves greater operational complexity for end users when compared to EcoPortal Australia Pty Ltd, which presented a more streamlined and intuitive user experience without compromising core functionality.

3. EcoPortal Australia Pty Ltd – Offered a flat-fee licensing model. They had strong alignment with Council’s functional requirements, an intuitive user interface, a mobile app with voice-to-text, offline capability, and flexible workflows.

4. Work Metrics – Proposed a flat-fee licensing model and demonstrated a functional system.

When compared with EcoPortal Australia Pty Ltd, Work Metrics was not able to demonstrate that its solution met Council’s specified functional and workflow

requirements to the same extent, particularly in relation to workflow automation, dashboard reporting and configurability.

The system demonstration panel determined that the tender received from EcoPortal Australia Pty Ltd should proceed to a reference check. This has been based on the vendors ability as follows:

- Sufficiently demonstrated that they had the ability to meet the majority of Council's requirements.
- Proposed a value for money solution and implementation services.
- Mobile App with Voice-to-Text Functionality – the EcoPortal mobile application allows workers to quickly capture incident details in the field by using voice-to-text, reducing the time and effort required to log reports and supporting accessibility for users.
- Simple, Guided Incident Reporting – Incidents can be lodged by answering just seven targeted questions, making the process fast and intuitive while still capturing all essential information for investigation and compliance purposes.
- Real-time Dashboard Reporting – Safety data is presented in interactive dashboards, allowing people leaders and heads of to monitor trends, outstanding actions, and performance metrics instantly.
- Customisable Workflows – The system enables workflows to be tailored to Council's existing processes, including incident escalation paths, automated deadline reminders.
- Offline Capability – Field staff can capture incidents and hazards offline, with data syncing automatically when a network connection is restored, ensuring no loss of information.
- AI features provide automated summaries and recommended next steps to improve efficiency.

The panel also noted that the system's injury management and workers' compensation functionality supports improved visibility of injury data, claim status and return-to-work activities. This capability is expected to assist Council in managing injuries more proactively, supporting earlier intervention and more consistent injury management practices.

EcoPortal Australia Pty Ltd has demonstrated experience delivering safety and compliance software solutions across a range of public sector and large commercial organisations. Existing clients include ACT Government, National Institute of Drama Arts (NIDA), City of Whittlesea, Hamilton Council, Wellington City Council, Moreton Bay Council and New Plymouth City Council, demonstrating experience working within government, local government and publicly funded institutions.

EcoPortal also supports several large national and international organisations, including K-Mart Australia, Sanitarium, and Mitre 10, indicating the scalability and robustness of the platform across complex operational environments.

This experience provides confidence in EcoPortal's capability to deliver and support a solution that meets Council's operational, compliance and reporting requirements.

Proposed Negotiation Approach

While EcoPortal Australia Pty Ltd demonstrated the strongest alignment with Council's functional and technical requirements and was assessed as providing the most advantageous overall outcome, its tender submission includes assumptions that require refinement prior to contract execution.

In particular, the tender response states that a scoping workshop is required to confirm specific workflows and system complexity prior to finalising costs. In addition, the proposed timing of licence payments requires clarification to ensure alignment with Council's financial governance requirements. These matters cannot be resolved through post-tender clarification without the risk of creating a counter-offer.

Council officers have considered whether inviting fresh tenders or entering negotiations with alternative tenderers would be advantageous. Based on the evaluation outcomes, pricing model submitted and demonstrated system capability, officers consider that calling fresh tenders would be unlikely to result in a significantly different or improved outcome for Council.

Accordingly, to maintain procurement probity, achieve cost certainty and finalise contractual arrangements, it is proposed that Council decline to accept all tenders and enter into negotiations with EcoPortal Australia Pty Ltd limited to the following matters:

- Confirmation of final system scope, including modules, workflows and integrations, based on Council's tender specifications
- Finalisation of implementation pricing based on the confirmed scope
- Agreement on payment arrangements that align with Council's financial management practices
- Finalisation of contractual terms relating to implementation, support and service continuity

The negotiations will be conducted on the basis that:

- The scope of services remains consistent with the specifications issued in the Request for Tender
- The negotiated price will not exceed the budget that has been allocated (further outlined in the report in Confidential Business)
- The proposed contract term will be five (5) years with two (2) optional five-year extensions
- If negotiations do not result in an acceptable outcome within these parameters, Council will be requested to consider alternative options; however, Council officers consider this risk to be low, noting EcoPortal Australia Pty Ltd's demonstrated capability, strong alignment with Council's requirements, and the assessment that calling fresh tenders is unlikely to result in a significantly different or improved outcome.

Financial Implications

Included in the assessment of tenders was the commissioning of independent reference checks, financial analysis, and performance analysis on EcoPortal Australia Pty Ltd. These checks were completed by Equifax Australasia Credit Ratings Pty Ltd. Financial Services have reviewed the financial information provided by the tenderer as well as performing a

financial risk assessment and did not identify any matters that would preclude Council from proceeding with the contract.

The pricing submitted by EcoPortal Australia Pty Ltd includes an implementation cost of \$61,634 (excluding GST) and an annual licensing fee of \$99,600 (excluding GST and subject to rise and fall after the initial five (5) year contract). These amounts are indicative and are based on the scope and assumptions outlined in the tender submission.

This report proposes to enter into negotiations with EcoPortal to finalise system modules, workflows and integration requirements, the final implementation and ongoing costs will be confirmed through this process. Any agreed costs will be required to remain within Council's approved budget.

Implementation of a dedicated safety software system is expected to support improved management of workers' compensation and injury-related costs, which have increased in recent years. By enabling earlier incident reporting, improved visibility of claims, and more consistent injury management processes, the system will assist Council to better monitor claim duration, treatment process and associated costs.

While direct cost savings cannot be quantified at this stage, improved data quality, reporting and governance are expected to facilitate more effective management of workers' compensation liabilities over time and support cost containment.

The proposed contract term of five (5) years with two (2) five-year extension options is consistent with the approach taken for Council's core ERP contracts, including TechOne and Gulanga (UKG), supporting long-term system stability and value for money.

Based on the tendered pricing, the proposed costs can be accommodated within the approved project budget.

Risk Implications

Operating without a dedicated WHS system exposes Council to compliance and operational risks.

EcoPortal Australia's solution addresses these risks by:

- Ensuring compliance with WHS legislation
- Standardising processes across Council
- Providing reliable reporting and governance capability
- Supporting a proactive safety culture.

As part of the tender evaluation process, independent reference checks and financial analysis were undertaken on EcoPortal Australia Pty Ltd. Financial Services have reviewed the information provided by the tenderer and completed a financial risk assessment, which did not identify any matters that would preclude Council from proceeding with the contract.

EcoPortal has outlined contractual and operational safeguards to support service continuity, including arrangement with its data centre and client ownership of data with data export rights.

Beyond system continuity, implementation of the safety software system is expected to reduce Council's longer-term financial risk associated with workers' compensation and injury management. The current reliance on manual processes limits Council's ability to proactively manage injuries, identify trends, and intervene early, increasing the risk of prolonged claims and escalating costs. Improved oversight, reporting and injury management workflows are

expected to support earlier intervention and more effective claim management, helping to mitigate the continued growth of workers' compensation costs over time.

Conclusion

The tender process for the Safety Software System has been completed in accordance with Council's procurement requirements. Through this process, EcoPortal Australia Pty Ltd demonstrated strong alignment with Council's functional and technical requirements and the capability to support Council's WHS and injury management needs.

As a result of the financial and commercial due diligence undertaken, it has been identified that further clarification is required to finalise system scope, workflows, integrations and associated commercial arrangements prior to contract award. In accordance with Clause 178 (1)(b) of the regulation, it is proposed that Council decline to accept any of the tender submissions and, in accordance with Clause 178 (3)(e), enter into negotiations with EcoPortal Australia Pty Ltd with a view to entering into a contract in relation to the subject matter of the tender

The implementation of this system will enable Council to support compliance with legislative requirements and strengthen its safety culture. The solution provides centralised and automated workflows for incidents, hazards, injury management, and risk assessments, supported by advanced reporting and analytics capabilities. These improvements will help deliver more accurate data, faster decision-making, and greater transparency across Council.

From a service delivery perspective, the system will improve the experience of employees, contractors, and volunteers by making reporting and safety management easier, more consistent, and more responsive. These benefits will, in turn, contribute to improved performance and resilience. The project also aligns with Council's broader ERP strategy by replacing manual and outdated processes with modern, fit-for-purpose technological solutions that can integrate with Council's ICT environment in a stable, responsive, and consistent manner.

RECOMMENDATION

That:

1. The information contained in the report on PCC2025-299 Safety System Software be received.
2. After considering the responses to the PCC 2025-299 Safety System Software Tender and in accordance with section 178(1)(b) of the Local Government (General) Regulation 2021 ("the Regulation"), Council declines to accept any of the tenders.
3. Pursuant to clause 178(4)(a) of the Regulation, the Council's reason for declining to invite fresh tenders are:
 - a. Given the extensive Expression of Interest and Select Tender process already conducted, inviting fresh tenders would unlikely result in a significantly different or improved outcome for Council.
 - b. The complexity of the proposal will require extensive negotiation on the contract terms which a fresh tender process won't alter.

- c. Direct negotiations the preferred tenderer will enable Council to achieve optimal value for money.
4. Pursuant to clause 178(4)(b) of the Regulation, the Council's reasons for determining to enter into negotiations with EcoPortal Australia Pty Ltd are:
 - a. The EcoPortal Australia Pty Ltd tender satisfactorily demonstrates the capabilities and capacity to undertake the scope of works and based on the evaluation was determined to be the most advantageous outcome for Council.
 - b. To reach an agreement on the terms of payment.
 - c. To allow for a scoping workshop to finalise system scope and workflow requirements.
5. In accordance with sections 178(3)(e) of the Regulation, Council authorises the General Manager to enter into a contract with EcoPortal Australia Pty Ltd following a satisfactory outcome of the Negotiations, subject to the negotiation terms included in the Confidential Business Report titled "Negotiation Parameters – PCC2025-299 Safety System Software".



ATTACHMENTS/APPENDICES

There are no attachments for this report.

7 Organisational Performance and Financial Review - December 2025

Compiled by: Neil Farquharson, Chief Financial Officer
 Craig Shepherd, Corporate Planning and Performance Lead
 Ben Collins, Strategic Finance Manager
 Jeni Pollard, Head of Future Directions and Resilience
 Jonathan Lagos, Corporate Planning and Performance Officer

Authorised by: Matthew Bullivant, Director Corporate Services
 Kylie Powell, Director Futures and Strategy/Deputy General Manager

| | |
|---------------------------|--|
| Outcome | <i>We have open and collaborative leadership</i> |
| Strategy | <i>Deliver an efficient, transparent and accountable service to the community</i> |
| Principal Activity | <i>Support financial sustainability through financial planning and budget management and provide accurate reporting to the community</i> |

Executive Summary

The purpose of this report is to present Council’s progress on implementing its four-year Delivery Program, with focus on the period of 1 July to 31 December 2025. Attached to this report in a separate enclosure, is the *Organisational Report – December 2025*, which outlines our progress towards completing operating and capital projects for 2025-26 on behalf of the community of Penrith. The report also presents any significant variations, movements in the financial reserve, proposed revotes, contracts, consultancies and legal expenses, cash and investments position as well as income and expenses by program.

At 31 December 2025, 3% (5) of Council’s 170 reportable 2025-26 Operational Plan Actions were completed, 90% (153) were reported as being on track, 2% (3) were not due to start this reporting period, 4% (7) were at risk or off track, and 1% (2) are no longer proceeding.

In the adoption of the 2025-26 Operational Plan, Council projected a deficit budget of \$2,851,879. The September 2025 quarter presented a favourable variance of \$1,625,709, reducing the projected Deficit to \$1,226,170. The December Quarter Review presents some favourable and unfavourable variations, the most significant variations proposed in this review that impact upon the Budget position include – Real Festival (\$330k- unfavourable) and salary savings (\$246k - favourable). Overall December Quarter variations result in a net favourable variation of \$95,275 for the period and a revised projected budget position for the year being a deficit of \$1,130,895.

Details of all proposed major variations are included in the *Organisational Report – December 2025* (see separate enclosure).

This report recommends that the *Organisational Report – December 2025* be received and that the revised budget estimates identified in the report and detailed in the *Organisational Report – December 2025* be adopted.

Organisational Performance Summary

The *Organisational Report – December 2025* provides information on Council’s progress against its 2025-26 Operational Plan and projects for the six-month period between 1 July 2025 to 31 December 2025. As at 31 December 2025:

- 93% of 170 reportable Operational Plan Actions were ‘On Track’ or ‘Completed’
- 62% of Council’s 13 Tier 1 Projects were reported as being ‘On Track’ for completion

Table 1 provides a performance summary, which overall demonstrates that Council is successfully delivering its services and programs.

| Table 1 | Completed | | On Track | | At Risk or Off Track | | Not Due to Start or Not Proceeding | | Total |
|----------|-----------|----|----------|-----|----------------------|-----|------------------------------------|----|-------|
| | No. | % | No. | % | No. | % | No. | % | |
| Actions | 5 | 3% | 153 | 90% | 7 | 4% | 5 | 3% | 170 |
| Projects | - | - | 8 | 62% | 5 | 38% | - | - | 13 |

Summary of At Risk, Off Schedule or Not Proceeding Operational Plan Actions

The above table notes that 5 actions are not due to start (2) or not proceeding (3), and 7 actions have been reported as being at risk or off track. Further details are shown in the table below.

| Not proceeding | |
|--|---|
| 2.4.2d - Complete the community engagement, selection, and endorsement process for the official park name of the St Marys Central Park Project | At Council's request, the park naming will be revisited following construction commencement. |
| 2.4.2e - Pilot an accessible web-portal for St Marys Town Centre that maps out current and future projects and sites | The concept of an accessible web portal for St Marys Town Centre will be incorporated into Council’s broader website redevelopment process and is being considered as part of that program rather than developed in isolation. |
| At Risk or Off Track | |
| 2.2.4b - Deliver and implement a Youth Led Action Plan | Progress on development has been impacted by staff vacancies within the responsible delivery team |
| 4.1.3a - Monitor the number of vehicles that have overstayed on Council owned parking spaces, to contribute to more availability of parking across our City | Council is not meeting its performance target for this action, primarily due to challenges with resourcing, monitoring technology and implementation of the new parking legislation. |
| 4.1.6b - Progress the Coreen Avenue Upgrade | As a result of scoping and financial constraints, options are being reviewed to achieve the best possible transport outcome while maintaining value for money. Timeframes have been extended whilst options are being costed, modelled and investigated; requiring on-going discussion with State and Federal funding bodies. |

| | |
|---|--|
| <p>4.2.1d - Update Council's Sport & Recreation Delivery Program</p> | <p>A draft program has been developed, and a resourcing strategy is being progressed.</p> |
| <p>4.3.4c - Progress the Nursery redevelopment project</p> | <p>The nursery project has experienced significant delays whilst we attempt to resolve unforeseen and substantive utility service issues impacting the site/proposal. Further, Council Officers are attempting to resolve/determine the most suitable planning pathway to advance the project.</p> |
| <p>5.1.2c - Develop a Customer Experience Strategy and have it endorsed</p> | <p>Development of the strategy has been delayed due to an extended procurement process resulting from a higher than anticipated number of applicants.</p> |
| <p>5.2.1b - Provide strategic advice and support, review and analyse engagement activities to ensure Council undertakes best practice engagement</p> | <p>Progress on this action continues including the adoption of the Community Engagement Strategy as part of the Councils endorsement of the IP&R documents, but has been impacted by staff vacancies within the responsible delivery team.</p> |

Organisational Highlights

Council's programs and services delivered a number of significant achievements during the past six months. These include:

- Work has continued on the strategic planning for the East–West Corridor between Werrington
- and Werrington, with background analysis was undertaken to inform future housing, employment, infrastructure and transport outcomes.
- Completed initial background work development progressed development on the draft River Strategy aimed at enhancing recreation, tourism, culture, climate resilience, access, and investment opportunities along the river corridor.
- Successfully held the Real Festival event in September that attracted 50,000 people over the two-days.
- Progression of the development of Council's Reconciliation Action Plan with benchmarking, research, and engagement completed during the reporting period. The draft plan is now ready for public exhibition planned for March 2026.
- Continued the delivery of the St Marys central park project, achieving advanced key design, consultation, and procurement stages, including public exhibition of the Statement of Environmental Factors.
- Progressed the Delivering for Penrith program, including development of the program roadmap.
- Further progressed the Enterprise Resource Planning (ERP) project with the procurement completed for data migration and integration partners. Discovery workshops with ERP vendors were undertaken to define Council's requirements and inform solution configuration and system integration.
- Exceeded our Customer Experience targets for the six-month period again.

Financial Position for the December 2025 Quarter

The financial position of Council for the quarter is expressed by providing information in compliance with Quarterly Budget Review Statement (QBRs) requirements on:

- Budget position (whether balanced/surplus or deficit)
- Significant variations
- Identified Revotes
- Quarterly Budget Review Statement tables

The Integrated Planning and Reporting guidelines are legislative instruments that set out the requirements for reporting on organisational performance, including quarterly budget reviews. Those guidelines were amended last year as they relate to the reporting on the quarterly budget review. As a result, this review has been conducted in accordance with those guidelines, and the attachments to this report are consistent with those requirements. Further, compliance with those guidelines has come at the advice of the Council's Audit Risk and Improvement Committee. The attachments to this report are as follows:

- Organisational Report – December 2025 (separate enclosure)
- Grant funding accepted – December quarter

Budget Position

The recommended December quarter changes represent typical mid-year refinements with updated project scheduling, along with confirmation of operational requirements and funding. The QBRS reports present recommended changes for Council resolution.

Most adjustments impacting Council's Operating Result in the December quarter relate to revenue accounts. The key movements include:

- Capital Grants and Contributions: A decrease is reflected in line with revised project timing. The most significant reductions relate to proposed revotes for the Dunheved Road and St Marys central park projects, where income is recognised in alignment with project milestones.
- Other Revenue: Increases are primarily driven by insurance-related income, including the distribution of surplus funds from Council's insurer, which is proposed to be transferred to reserve.
- Operating Grants and Contributions: An overall increase is noted, largely attributable to grant income for the Trainee Program and several smaller childcare-related programs.

On the expenditure side, adjustments to the Operating Result are minimal at less than 1% of the revised budget, the most notable movement being the retention of salary savings to enable the engagement of contractors/consultants to ensure the delivery of key Operational Plan tasks as well as numerous smaller allocations from reserves to fund the ongoing delivery of projects.

Depreciation budgets have also been adjusted in line with the latest asset valuations and classifications following on from the adoption of councils 2024-25 financial statements. Depreciation and the need to maintain our growing asset base continues to present a challenge in managing Councils Operating Result and long term financial sustainability, Councils "Delivering for Penrith" program of work aims to address this challenge.

| | \$'000s |
|--|----------------|
| Original Budget Position | (2,852) |
| September 2025 Quarter Variations Adopted by the Council | 1,626 |
| December 2025 Quarter Variations Adopted by the Council | 0 |

| | |
|---|----------------|
| December 2025 Quarter Review Proposed Variations | 95 |
| Revised Budget Position Surplus/(Deficit) projected to June 2026 | (1,131) |

The predicted cumulative result for the year as at December 2025 is a deficit Budget after the recommended variations for the quarter. Further details are detailed in the *Organisational Report – December 2025*.

Other variations with no impact on Available Funds

A number of other variations, proposed as part of this review, do not have an impact on the available funds. Details of these adjustments are provided in the *Organisational Report – December 2025*.

In addition to the aforementioned variations, a total of \$23,161,426 of planned Capital Projects are proposed for revote this quarter. The total value of revotes for the year to date is \$23,161,426 (including the proposed December Quarter revotes), compared to \$125,205 for the same period in 2024-25. A full list of Revotes and the details relating to those revotes are included in the *Organisational Report – December 2025*.

Reserves

In keeping with Councils Financial Reserves Policy, review of Councils reserves is ongoing and forms part of each quarterly review. There are no internal reserves proposed to be created or abolished as part of the December Quarter.

New Grants

In accordance with Council’s Grant Applications Policy, Attachment 1 highlights a list of grants that have been incorporated into the budget as part of the December 2025 Quarterly Review. As per the Policy, these grants have a value below \$250,000, do not require matching funding from Council, have no ongoing costs, and as such did not require a separate Council report.

Financial Implications

Adopting the recommendations within this report will mean Council’s 2025-26 Budget continues, at this stage, to predict a deficit budget position for the year. Further details of the financial implications are contained within the separately enclosed *Organisational Report – December 2025*.

Risk Implications

Clause 203 of the Local Government Regulation requires that the Budget Review Statements and a revision of estimates must be reported to the Council within two months after the end of each quarter (except the June quarter). This Quarterly Review incorporates a comprehensive analysis of Actuals vs Budgets across all areas of the organisation, and also proposes variations to the annual budget to be approved by the Council.

The Long-Term Financial Plan is updated on a regular basis in line with the reviews to ensure that forward projections reflect the most current assumptions. This review process, and long-term forecasting, minimise financial risk by supporting financial sustainability,

transparency, and accountability.

The December 2025 Quarterly Review has been updated with the best available information, however there is every likelihood that more favourable and unfavourable variations will occur throughout the next six months, as is the nature of Local Government operations. Such variations will be managed and reported to the Council for consideration. The favourable variations this quarter shouldn't be construed as a trend that will continue for the next six months.

The long-term financial position of the Council remains one where the costs of asset maintenance and renewal continue to place pressure on Council. These pressures are driven by Councils significant and growing portfolio of Infrastructure Assets, that are ageing, and this is reflecting in the significant increase in depreciation and increases in asset values. This is highlighted in the 24-25 financial statements wherein the operating result is a deficit of \$10,965m, which is driven by \$71.376m in depreciation.

Conclusion

This report, and the more detailed *Organisational Report – December 2025* indicates that Council's is performing in the delivery of its 2025-26 Operational Plan actions and projects and is on track to meet Council's challenging annual program. Prudent financial management combined with the fine tuning and confirmation of budget assumptions have contributed to result in a reduction to the deficit budget being projected to June 2026 compared to the budget adopted at the commencement of the financial year.

Once adopted the *Organisational Report – December 2025* will be designed and placed on Council's website.

RECOMMENDATION

That:

1. The information contained in the report on Organisational Performance and Financial Review - December 2025 be received.
2. The Organisational and Financial Review as at 31 December 2025, including the revised budget estimates outlined in this report and detailed in the *Organisational Report – December 2025*, be adopted.
3. Council revoke the works as detailed in the Recommended Revoted Works Lists, detailed in the *Organisational Report - December 2025* for inclusion in the 2026-27 Operational Plan.



ATTACHMENTS/APPENDICES

1. Grant Funding Accepted - December Quarter 1 Page Attachments Included

8 2026 Australian Local Government Association (ALGA) - National General Assembly (NGA)

Compiled by: **Avanthi Fernando, Governance Officer
Stuart Benzie, Governance Manager**

Authorised by: **Adam Beggs, Head of Governance**

| | |
|---------------------------|---|
| Outcome | <i>We have open and collaborative leadership</i> |
| Strategy | <i>Corporate Enablers</i> |
| Principal Activity | <i>Participate in reviews and forums and make submissions that affect the community in respect to local government governance</i> |

Executive Summary

The 2026 Australian Local Government Association (ALGA), National General Assembly (NGA) will be held from 23-25 June 2026 and is calling for motions to be submitted. ALGA has prepared a discussion paper to assist councils when submitting motions, which also covers some of the critical national policy areas that our sector needs to consider now and into the future.

This report details the motions developed by staff and recommends that Council endorse the motions to be submitted to the NGA before Friday 27 February 2026.

Background

ALGA is the national voice of local government, representing 537 councils across the country with a mission to achieve outcomes for local government through advocacy with impact, and maximise the economic, environmental and social wellbeing of councils and communities.

The NGA is an important opportunity for councils to influence the national policy agenda.

Delegates

Each council is entitled to have one delegate at each plenary session. In addition to selecting its voting delegate, it is open to councils to send additional councillors as observers.

At the Ordinary Meeting held on 2 February 2026, Council resolved to nominate the Mayor, Councillor Todd Carney as the delegate to attend the 2026 NGA. Subsequently, councillors Reece Nuttall and Vanessa Pollak have confirmed attendance to the NGA as observers. It is appropriate for Council to grant leave of absence to attending councillors.

Submitting Motions

All motions must be submitted to ALGA no later than Friday 27 February 2026. The theme for this year’s conference is *Stronger Together: Resilient, Productive, United*; and motions can be prepared responding to the issues identified in the discussion paper prepared by ALGA.

This year’s call for motions focusses on 10 priority areas:

1. Climate Change
 2. Closing the Gap
 3. Cyber Security
 4. Emergency Management
 5. Environment
 6. Financial Sustainability
 7. Housing and Planning
 8. Intergovernmental Relations
 9. Jobs and Skills
 10. Roads and Infrastructure
- Other Issues

To be eligible for debate at the NGA, the motions must meet the following criteria:

1. submit a new motion that has not been debated at an NGA in the preceding two years.
2. ensure motions are relevant to the work of local government across the nation, not focused on a specific location or region, unless the project has national implications.
3. align motions with the policy objectives of the state and territory local government association.
4. propose a clear action and outcome on a single issue, calling on the Australian Government to take action. Motions covering more than one issue will not be accepted.
5. ensure the motion does not seek to advantage one or a few councils at the expense of others.
6. avoid being prescriptive in directing how the matter should be pursued.

The following motions have been put forward for Council to consider and resolve at tonight's meeting.

Motion 1: Preparation of a National Housing Strategy that implements the housing accord targets with long term Federal funding and strategic actions across all levels of government

Motion Details:

This National General Assembly calls on the Australian Government, at this time of great urgency to increase housing, to recognise housing supply is a shared responsibility and that it has a leading role to play, by:

- Preparing a National Housing Strategy
 - Clarifying what the national housing strategy is for the nation
 - Clarifying the role the Australian Government will take in contributing to strategy implementation
- Supporting and backing the implementation of a National Housing Strategy with Federal infrastructure funding provided in a strategic and timely way - linking housing accord targets with long term funding commitments.

National Objective:

Housing delivery is a shared responsibility - at this time of great urgency to increase supply the Australian government has a leading role to play.

Whilst housing accord targets are clear, we need clarity on what the housing strategy is for the nation and how the Federal Government will contribute to implementation.

Aligning strategic actions across levels of government to a national housing strategy backed by Federal infrastructure funding provided in a strategic targeted and timely way, is the step

change needed for more homes being built within sustainable communities where people want to live.

Summary of Key Arguments:

The National Housing Supply and Affordability Council forecasts that Australia won't meet the National Housing Accord 5-year target of 1.2 million well-located new homes by 2029, projecting shortfalls over 260,000 dwellings.

Historic infrastructure funding arrangements supporting increased housing supply are not sufficient, given expectations for rapid increase in supply, scale and pace of growth across the nation. We see this challenge as growth areas councils are expected to deliver 26% of new housing development, equivalent to 310,000 new homes – without commensurate infrastructure investment.

Aligning efforts across governments to a national housing strategy, backed by Federal infrastructure funding provided in a strategic targeted, timely way is the approach needed for a step change in more homes being built within sustainable communities where people want to live. Achieving these housing targets requires coordinated action and shared responsibility across all levels of government.

Motion 2: Realign Federal funding programs related to housing and infrastructure to facilitate delivery of essential enabling infrastructure in growth areas.

Motion Details:

This National General Assembly calls on the Australian Government to realign Federal housing and infrastructure funding programs for immediate use in high-growth areas, recognising need for upfront enabling infrastructure, by:

- Strategically distributing funding programs proportionally and geographically, aligned to housing targets
- Prioritising urgent enabling infrastructure delivery and redirecting any unallocated housing and infrastructure funding to high-growth areas where enabling infrastructure is the only barrier to supply
- Directing funding to councils – e.g. interest-free loans for timely upfront enabling infrastructure delivery, repaid over time when developer contributions are received.

National Objective:

National housing targets cannot be met without growth areas: NGAA estimates 26% of national housing supply is expected to be predominantly detached housing in outer-metropolitan areas.

Yet Federal funding settings focus on new homes in established areas, overlooking greenfield delivery in outer suburbs where NGAA estimates 310,000 new homes are slated to be built.

To increase housing supply, deliver liveable communities and not perpetuate divided cities, the Australian Government must support the housing and population growth that is happening every day in outer metropolitan growth areas across the country, at the same time as pursuing densification in inner urban suburbs.

Summary of Key Arguments:

Outer metropolitan growth areas are nationally significant- home to 21% of Australians, projected to exceed 7 million by 2031. They are expected to deliver 26% of the National

Housing Accord target (310,000 homes by 2029 in areas growing at double the national average), but do not have access to commensurate enabling infrastructure investment.

Outer metropolitan growth areas are delivering housing at pace, but this is happening without sufficient investment in enabling infrastructure. NGAA reports this results in two challenging scenarios:

- housing estates fully populated without connected sewerage or sufficient potable water
- around a third of development ready greenfield sites in growth areas, (potentially 82,500 dwellings), unable to proceed due to lack of enabling infrastructure.

Realigning funding for upfront enabling infrastructure delivery in development ready sites in Australia's growth areas will help meet the national housing targets sooner, delivering the housing we need and the future we want for our communities.

Motion 3: Developing national data centre decision making principles and approvals processes that support local government's role and the strategic assessment of location, including impacted land uses.

Motion Details:

The National General Assembly calls on the Australian Government, in their development of national data centre principles and approval processes to include:

1. Strategic assessment of:
 - Suitability of location, ideally where services are available and where other important land uses are not compromised as a result
 - Local place-based impacts – e.g. potential strain on energy grids, water supply and ecosystems effects, land use trade-offs, clustering issues, impacts on local jobs
2. Meaningful community engagement
3. Transparent public reporting
4. That councils have a central role in decision-making
5. Engaging with councils for feedback into the preparation and finalisation of these documents.

National Objective:

The Australian Government is developing national data centre principles under its new AI plan. Clear consistent guidance is critical – and we need assurance approvals will balance national interest with local impacts.

Principles should consider:

- Location suitability – access to infrastructure and balancing the needs of other land uses
- Place-based issues - strain on energy grids from high electricity use, cooling demands and water supply/ecosystems
- Local economic impacts - data centres attract investment and construction jobs, but long-term community benefits are uncertain. Clustering and job number impacts must be addressed.

Councils need a seat at the table to inform this work.

Summary of Key Arguments:

As part of its National AI Plan (Dec 2025) the Australian Government is developing national data centre principles and approvals processes.

Data centres are critical to cloud computing, AI and digital services. Australia's favourable conditions are driving rapid growth. While necessary for our future, policy is still catching up with the significant challenges these projects can present.

Environmental impacts include rising electricity demand, reported by the Australian Energy Market Operator as currently 2% of national supply, projected to reach 6% by 2030. Sydney Water reports potential heavy water use projecting data centres could consume a quarter of Sydney's drinking water by 2035. Land use and economic conflicts can arise, as large-scale centres may displace housing or agriculture and other job generating uses.

National principles must balance national interest with local place-based impacts, ensuring transparent reporting and meaningful community engagement. Councils should be empowered as active stakeholders in assessment and decision-making.

Motion 4: Calling on the Australian Government to work collaboratively with councils and the community in the divestment of Defence lands.Motion Details:

The National General Assembly calls on the Australian Government to:

- Work collaboratively with councils and community on divestment of Defence lands, and
- Give due consideration to place based needs to ensure site specific strategic opportunities are well understood and considered, and that outcomes balance national interest with community needs.

National Objective:

The Defence estate is the Commonwealth's largest land holding. It includes historic, cultural and nationally significant sites, many of which are strategically well located.

The Defence Estate Audit Report 2025 recommends a reduction in property holdings through focussed divestment of sites at market value, identifying 68 properties across the nation as unaligned to future Defence need.

Many Defence sites bring added social and economic value to communities. Their future divestment should be considered on a case-by-case basis, in collaboration with councils, to ensure any future land use takes into account social and economic objectives.

Summary of Key Arguments:

In February 2026, Department of Defence released its Defence Estate Audit Report recommending reduction in property holdings through focussed divestment of sites at market value, identifying 68 properties across every state and territory.

Councils and community should have the opportunity for input into future planning and decision-making around the 68 sites identified for divestment, to ensure site specific strategic opportunities are well understood and considered, and that outcomes balance national interest with community needs.

Note for the information of Councillors: there are 2 sites within Penrith LGA that are included in the Defence Estate Audit Report 2025:

Penrith Multiuser Depot (MUD)

Location: 11 Mountain View Crescent, Penrith

Size: 3.6 hectares

Description: Originally a part of a much larger 47 hectare area, this site was established in 1941 for the Royal Australian Engineers. It was more recently used as a Reserve and Cadet training facility. It is currently vacant.

Londonderry Transmitting Station

Location: Londonderry Road, Londonderry

Size: 63 hectares

Description: Approximately 15 km north of Penrith, the site was previously used as a high frequency radio transmitting station from 1940. Operations gradually decreased in the late 1990s and it has been closed since 2005.

Financial Implications

A budget has been established for Councillor Conference Costs in the 2025-26 Operational Plan which funds attendance at various conferences throughout the financial year. Participation in the 2026 ALGA Annual General Assembly can be accommodated within this budget.

Risk Implications

There are no unacceptable risk implications associated with this report.

Conclusion

At the Ordinary Meeting held on 2 February 2026, Council resolved to nominate the Mayor, Councillor Todd Carney as the delegate to attend the 2026 National General Assembly and other interested councillors. Subsequently, councillors Reece Nuttall and Vanessa Pollak have confirmed attendance to the National General Assembly as observers. It is appropriate for Council to grant leave of absence to attending councillors.

It is suggested that the motions outlined in this report be endorsed for submission to ALGA (National General Assembly) before 27 February 2026.

RECOMMENDATION

That:

1. The information contained in the report on 2026 Australian Local Government Association (ALGA) - National General Assembly (NGA) be received.
2. Council endorse the suggested motions set out in this report to the National General Assembly 2026.
3. Leave of absence be granted to the councillors attending the 2026 National General Assembly of Local Government for the period 23-25 June 2026.

**ATTACHMENTS/APPENDICES**

There are no attachments for this report

9 2026 Australian Local Government Women's Association NSW Annual Conference

Compiled by: Jemma Brock, Senior Executive Assistant

Authorised by: Sharne Peake, Executive Officer

| | |
|---------------------------|--|
| Outcome | <i>Work together</i> |
| Strategy | <i>Act with integrity, transparency and accountability</i> |
| Principal Activity | <i>Lead the organisation's excellence efforts to ensure it is operating effectively, efficiently, transparently and compliant to manage risks and continuously improve</i> |

Executive Summary

The Australian Local Government Women’s Association (ALGWA) NSW Annual Conference will be held in Blacktown from Thursday, 26 March – Saturday, 28 March 2026.

The annual ALGWA Conference provides a platform for councillors to discuss current and emerging issues facing women in Local Government.

Attendance to the conference by councillors is optional and can be funded from the councillor conference budget in accordance with the *Councillor Expenses and Facilities Policy*.

Background

The ALGWA was founded in 1951 with its principal aims and objectives being:

- To assist in furthering women's knowledge and understanding of the function of local government;
- To protect and enhance the interests and rights of women in local government;
- To take action in relation to any subject or activity of particular interest to women affecting local governing bodies and/or local government legislation;
- To act in an advisory capacity to intending women candidates for local government elections;
- To encourage women into professional careers in local government.

Current Situation

The annual ALGWA Conference provides a platform for Councillors to discuss current and emerging issues facing women in Local Government.

The 2026 ALGWA NSW Annual Conference will be hosted by Blacktown City Council, in Blacktown from Thursday, 26 March to Saturday, 28 March 2026. The theme of the conference is the phoenix effect, resilience and transformation. The details of the conference, including the program, are available online:

<https://www.blacktown.nsw.gov.au/Events-and-activities/Australian-Local-Government-Womens-Association-Conference-2026>.

ALGWA supports and promotes women in local government through advocacy, advice and action. The annual conference is an opportunity to come together and engage in learning and networking that will assist in personal and professional development.

Financial Implications

A budget has been established for councillor conference costs in the Operational Plan which funds attendance at various conferences throughout the financial year. Participation in the ALGWA NSW Annual Conference can be accommodated within this budget.

Registrations are available at a cost of \$1,300 per person (including optional Gala Dinner), plus associated travel expenses if required.

In line with the *Councillor Expenses and Facilities Policy*, the conference registration fees and any associated travel expenses will form part of each Councillor's maximum per term provision for conferences and seminars.

Risk Implications

There are no risk implications identified.

Conclusion

Council has a strong association with ALGWA over many years, and it would be appropriate to nominate any interested councillors to attend the conference in March to allow registrations and bookings to be made.

RECOMMENDATION

That:

1. The information contained in the report on 2026 Australian Local Government Women's Association NSW Annual Conference be received.
2. Council nominates interested councillors as attendees for the 2026 ALGWA NSW Annual Conference, to be held in Blacktown from Thursday, 26 March to Saturday 28 March 2026.
3. Leave of absence be granted as appropriate for those councillors attending the conference for the period 26-28 March 2026 inclusive.



ATTACHMENTS/APPENDICES

There are no attachments for this report.

10 Minutes of the Audit Risk & Improvement Committee (10 December 2025)

Compiled by: Anthony Robinson, Corporate Assurance Lead

Authorised by: Matthew Bullivant, Director Corporate Services
Andrew Avery, Head of Legal Services

| | |
|---------------------------|--|
| Outcome | <i>Work together</i> |
| Strategy | <i>Act with integrity, transparency and accountability</i> |
| Principal Activity | <i>Lead the organisation’s excellence efforts to ensure it is operating effectively, efficiently, transparently and compliant to manage risks and continuously improve</i> |

Executive Summary

The report provides information on Council’s Audit, Risk and Improvement Committee (ARIC) meeting held on 10 December 2025.

The meeting was the first undertaken by the new Chair, Mr Darren Greentree. Mr Greentree was appointed Chair by Council resolution on 17 November 2025. The meeting was in quorum.

The format of this report has been amended to accommodate Chair’s preferences and to make it more succinct.

The minutes of the ARIC meeting held on 10 December 2025 are enclosed in Appendix 1 and the Chairperson’s executive summary is outlined.

Chairperson’s Executive Summary of the 10 December 2025 ARIC Meeting

Several key topics were discussed at length between ARIC members, management and the Audit Office of NSW. Of note were the following matters which are covered in more detail in the ARIC papers and accompanying meeting minutes.

Infrastructure delivery

The delivery of infrastructure, primarily around that required to support the new Western Sydney International Airport and the resultant impact on Penrith City Council (PCC) was considered. Securing of State and Federal funding by PCC was discussed along with the risks, gaps and delays associated with the delivery of infrastructure by external agencies including Sydney Water, Transport for NSW and Electricity providers. This is an area ARIC will continue to monitor closely with Management.

It was noted that PCC’s Tier 1 projects, including the Council’s Enterprise Resource Planning System (ERP) are progressing well. Again, ARIC continues to monitor their progress closely with management due to the materiality and operational impacts of these projects.

Financial Performance & Sustainability

PCC’s financial position was discussed given the projected financial deficits over the near term. ARIC and management are across the challenges being faced in the current environment, with management focussed on returning the financials to a balanced position to ensure financial sustainability of PCC’s operations.

ARIC, as part of its charter, continues to remain focussed on the financial performance and sustainability of PCC, particularly managements actions to recover from the current deficit position.

Audit Office of NSW review and Management Letter as of 30th June 2025

The Audit Office of NSW delivered and presented their final Management Letter for the Year Ended 30th June 2025.

ARIC and management discussed and address each item raised, noting there were no “High” rated issued reported however work continues to address the Five “Moderate” and Four “Low” issues reported. The Audit Office of NSW were complimentary of Management’s approach and support during the audit and ARIC continues to monitor the progress of the outstanding Management Letter issues.

Internal Audit recommendations

ARIC reviewed the outstanding Internal Audit recommendations noting progress with 76% compliance rate and 3 overdue recommendations. ARIC sought confirmation on the likelihood of implementing and closing high-priority recommendations and was advised several high recommendations, due 31 December 2025, are expected to be closed by the next ARIC meeting.

Work, Health & Safety

An update on the management of Crystalline Silica risks was provided and presented to ARIC noting that a risk assessment has been completed. ARIC discussed this risk at length and sought clarification on the approach to mitigating risk and liability where staff decline health assessments. It was noted that health assessments are not currently mandatory for new employees and existing staff who decline assessments are issued with a letter outlining their responsibilities. ARIC noted the staff training and working practices implemented relating to Crystalline Silica and will continue to monitor this potential risk.

Conclusion

The draft Minutes of the Audit, Risk and Improvement Committee meetings held on 11 June 2025 are provided in Appendix 1.

RECOMMENDATION

That the information contained in the report on Minutes of the Audit Risk & Improvement Committee (10 December 2025) be received.



ATTACHMENTS/APPENDICES

| | | |
|--|------------|-------------------------|
| 1. Reviewed Unconfirmed Minutes of the Audit Risk and Improvement Committee Meeting - 10 December 2025 | 8 Pages | Attachments Included |
|--|------------|-------------------------|

11 Summary of Investments and Banking for the period 1 January 2026 - 31 January 2026

Compiled by: James Legarse, Treasury and Operations Accountant

Authorised by: Neil Farquharson, Chief Financial Officer
Matthew Bullivant, Director Corporate Services

| | |
|---------------------------|--|
| Outcome | <i>Work together</i> |
| Strategy | <i>Manage resources sustainably for current and future generations</i> |
| Principal Activity | <i>Ensure the organisation's sustainability through effective integrated planning and reporting including strategic finance, asset, workforce and project management</i> |

Executive Summary

This report on the Summary of Investments & Banking for January 2026 is submitted for the purpose of financial accountability and to satisfy the investment reporting requirements of the Local Government (General) Regulation 2005 (clause 212), the Local Government Act 1993 (the Act) (Section 625) and the Council's Investment Policy.

The report certifies that the Council investments comply with the forms of investment made by order of the Minister under section 625(2) of the Local Government Act 1993. The current Ministerial Order was issued under Council Circular 11-01 on 17 February 2011.

The report provides a summary of investments for the period 1 January 2026 to 31 January 2026 and a reconciliation of invested funds as at 31 January 2026.

The investment returns versus the benchmark as a percentage for January 2026 are:

- Council portfolio current month's yield 4.56%
- Council portfolio annualised yield to date 4.80%
- 90-day Bank Bill Swap Rate (Benchmark) 3.76%
- Enhanced 90-day Bank Bill Swap Rate (Benchmark – BBSW + 30bps) 4.06%
- Original Budget estimated return (2025/26 Financial Year) 4.25%

The report recommends that the information contained in the report be received.

Current Situation

A Summary of Investments is shown in Appendix 1, including Economic Commentary for November 2025, Historical Investment Performance Analysis tables and charts, a reconciliation of Invested Funds for November 2025 and various Investment Summary and Investment Portfolio analysis tables and charts.

The Reserve Bank of Australia (RBA) last met on 3 February 2026, and the Board has increased the cash rate target by 25 basis points to 3.85 per cent in response to inflation rising again in the second half of 2025. Despite earlier progress, stronger-than-expected private demand, tightening capacity pressures, and continued momentum in the housing market have contributed to inflation remaining above target. Labour market conditions also remain slightly tight, with low unemployment and strong wage growth sustaining cost pressures. While some inflation drivers are temporary, the Board judged that underlying demand and capacity constraints warrant higher interest rates.

It will continue to closely monitor domestic and global economic developments, focusing on inflation, labour market trends and financial conditions, in line with its mandate for price stability and full employment. The decision was unanimous.

Financial Implications

Adopting the recommendations of this report confirms Council’s investment returns are favourably exceeding the Original Budget, as well as outperforming the benchmark for the month. Having said that, we will need to continue to monitor the returns against the budget over the remaining 6 months of the financial year, as the monetary policy position of the RBA change.

More detailed Financial Implications are contained in Appendix 1.

Risk Implications

The Council’s investments have been placed in accordance with Section 625 of the Local Government Act 1993, relevant regulations, and the Council’s adopted Investment Policy. The Council’s Investment Policy has objectives to preserve capital, ensure liquidity of funds to meet cash flow requirements and achieve an acceptable rate of return having reference to the Council’s risk tolerance.

Conclusion

This report confirms that the Council’s investments have been placed in accordance with relevant legislation/regulations, the Council’s Investment Policy and highlights the Council’s investment performance for December 2025. Additionally, the report assures the Council that Council’s Cash Book and Bank Statements have been reconciled.

Certificate of Responsible Accounting Officer

I hereby certify the following:

1. All investments have been made in accordance with Section 625 of the Local Government Act 1993, relevant regulations, and Council’s Investment Policy.
2. The Council’s Cash Book and Bank Statements have been reconciled as at 31 January 2026.



Neil Farquharson

RECOMMENDATION

That:

1. The information contained in the report on Summary of Investments and Banking for the period 1 January 2026 - 31 January 2026 be received.
2. The Council’s Cash Book and Bank Statements have been reconciled as at 31 January 2026.



ATTACHMENTS/APPENDICES

1. Investment Report as at 31 January 2026 6 Pages Appendix

Penrith City Council
Summary of Investments
31 January 2026

Commentary

The Reserve Bank of Australia (RBA) last met on 3 February 2026, and the Board has increased the cash rate target by 25 basis points to 3.85 per cent in response to inflation rising again in the second half of 2025. Despite earlier progress, stronger-than-expected private demand, tightening capacity pressures, and continued momentum in the housing market have contributed to inflation remaining above target. Labour market conditions also remain slightly tight, with low unemployment and strong wage growth sustaining cost pressures. While some inflation drivers are temporary, the Board judged that underlying demand and capacity constraints warrant higher interest rates. It will continue to closely monitor domestic and global economic developments, focusing on inflation, labour market trends and financial conditions, in line with its mandate for price stability and full employment. The decision was unanimous.

It is to be noted, as illustrated in Graph 1 of this report, both Council's benchmarks of BBSW monthly return and Enhanced BBSW have been surpassed in January 2026, showing the impact of the continued improvements in interest rates being invested. To ensure consistency and accuracy in calculating the Council Investment Portfolio's month-end return, the monthly rate of return for TCorp's Long-term Growth Fund has been revised to align with the fund's 1-year return, as reported in TCorp's monthly Performance Summary, rather than the monthly return. This change will smooth out fluctuations and has been backdated to the month when the Council initially invested in the Long-term Growth Fund (March 2025). As a result of this update, the Council's Monthly Net Return (Annualised) has shown a significantly wider deviation from the benchmark figures. The Council remains proactive in securing the best interest rates on offer at the time the funds are invested.

Australia's 10-year government bond yield climbed to 4.86% - its highest level since October 2023 - following the Reserve Bank's expected decision to raise the cash rate by 25 basis points to 3.85%. Borrowing rates for both businesses and households remain consistent with the RBA cash rate and Bank Bill Swap Rate. The Australian dollar is at the low end of its narrow range of recent times.

The annualised inflation rate at the fourth quarter of 2025 (October - December 2025), being the most recent quarterly result, increased to 3.8%, 2 basis points higher than the previous quarter, in both headline and underlying terms. The December 2025 unemployment rate fell to 4.1%, from 4.3% in previous month's result. Noting, January 2026 result has not been published at the time of writing this report.

The investment returns versus the benchmark and annual budget as a percentage for January 2026 are:

| | |
|--|-------|
| Council portfolio current month's yield | 4.56% |
| Council portfolio annualised yield to date | 4.80% |
| 90-day Bank Bill Swap Rate (Benchmark) | 3.76% |
| Enhanced 90-day Bank Bill Swap Rate (Benchmark – BBSW + 30bps) | 4.06% |
| Original budget estimated return (2025/26 Financial Year) | 4.25% |

Penrith City Council
Historical Investment Performance

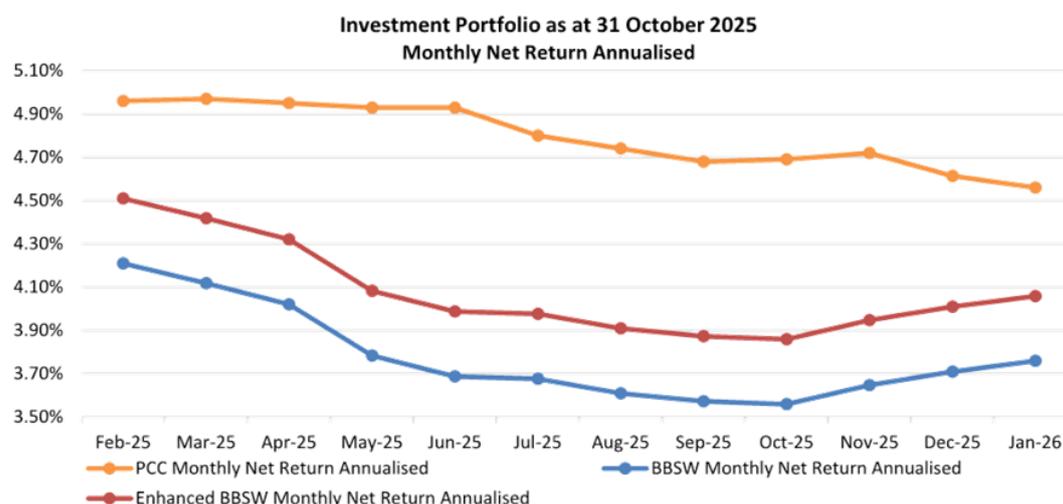
Table 1

| | Actual Portfolio Monthly Return | Benchmark (BBSW) | Enhanced Benchmark (BBSW+30bps) |
|--|---------------------------------|------------------|---------------------------------|
| Current Portfolio Yield (including FRNs) | 4.56% | 3.76% | 4.06% |
| Past 12 Month Portfolio Performance | 4.80% | 3.78% | 4.00% |
| Portfolio Return for the Period | 0.38% | 0.31% | 0.34% |

Portfolio Yield (Actual Versus Benchmark)

The annual weighted average income return on investment for January 2026 was 4.80%. This graph tracks performance over time and shows that the yield has ranged between a high of 4.97% and a low of 4.56% over the last 12 months. The reportable month's result has surpassed the BBSW monthly return benchmark.

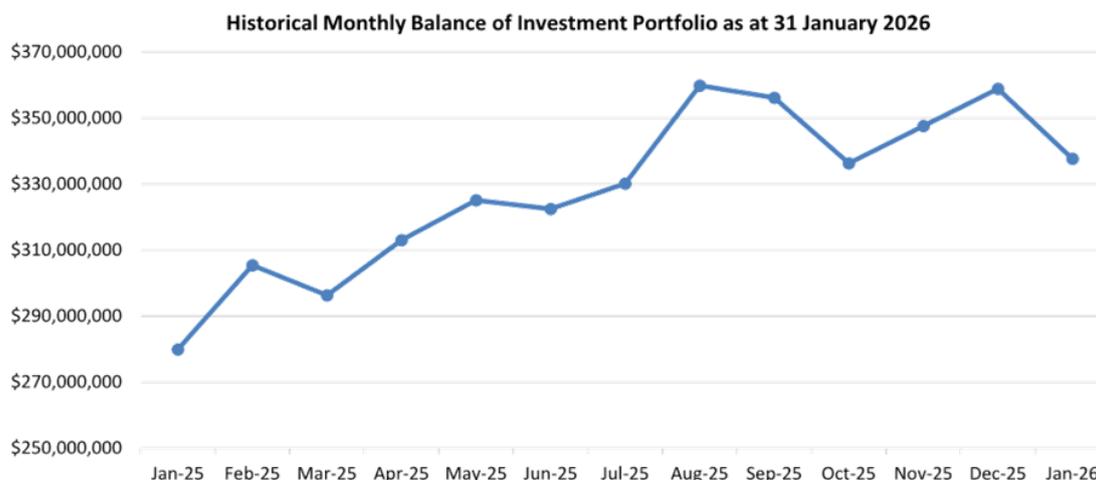
Graph 1



Annual Portfolio (Actual)

The graph below illustrates the annual trend of the Council's monthly Investment Portfolio balances.

Graph 1.1



Penrith City Council

Investment Summary by Asset Group and Monthly Movement

Table 1.1

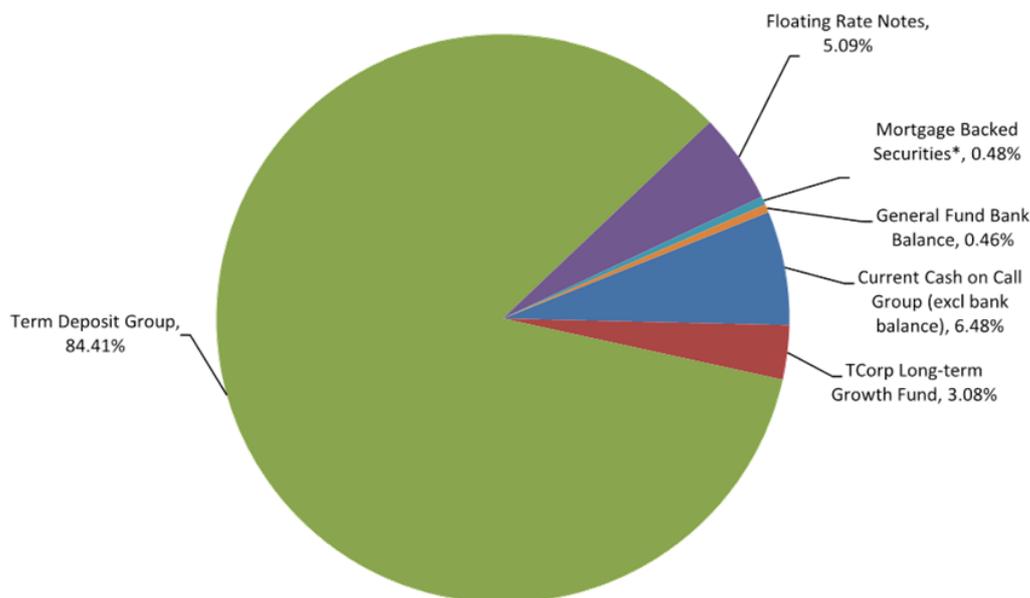
| Asset Group | Closing Value (Face Value) 31 December 2025 | | Closing Value (Face Value) 31 January 2026 | |
|-----------------------------|--|-------------|---|-------------|
| | \$ | % | \$ | % |
| | Current Cash on Call Group (excl bank balance) | 27,094,038 | 8.64% | 21,878,199 |
| TCorp Long-term Growth Fund | 10,328,923 | 3.08% | 10,414,005 | 3.08% |
| Term Deposit Group | 301,000,000 | 82.38% | 285,000,000 | 84.41% |
| Floating Rate Notes | 17,200,000 | 5.11% | 17,200,000 | 5.09% |
| Mortgage Backed Securities* | 1,610,319 | 0.48% | 1,610,319 | 0.48% |
| Sub-Total | 357,233,280 | | 336,102,523 | |
| General Fund Bank Balance | 1,638,625 | 0.31% | 1,559,933 | 0.46% |
| Total | 358,871,905 | 100% | 337,662,456 | 100% |

*MBS Purchased in 2006/2007 prior to the current Ministerial Investment Order. This product is being 'Grandfathered' – i.e., the Council will continue to actively manage these investments within the portfolio. However, the Council is not permitted to place further funds in this bank, due to its credit rating.

January 2026 Investments % Allocation by Asset Groups

The graph below illustrates the dissection of the Council's Portfolio per investment products or categories.

Graph 1.2



Penrith City Council

Reconciliation of Invested Funds and Monthly Movement

Table 1.2

| | Period Ending 31 December 2025 | | Period Ending 31 January 2026 | |
|---|-----------------------------------|----------------|----------------------------------|----------------|
| | \$ | % | \$ | % |
| Represented by: | | | | |
| Externally Restricted Assets | | | | |
| Section 7.11 Developer Contributions | 123,127,324 | 34.31% | 123,425,194 | 36.55% |
| Restricted Contributions for Works | 6,140,695 | 1.71% | 5,777,359 | 1.71% |
| Unexpended Grants* | 44,636,355 | 12.44% | 55,466,806 | 16.43% |
| Unexpended Loan Funds | 13,492,670 | 3.76% | 13,451,306 | 3.98% |
| Other Externally Restricted | 17,103,349 | 4.77% | 14,151,523 | 4.19% |
| Total | 204,500,393 | | 212,272,188 | |
| Internally Restricted Assets - Funding of Operations | | | | |
| Internal Reserves | 108,948,973 | 30.36% | 97,656,530 | 28.92% |
| Security Bonds and Deposits - Payable | 26,103,046 | 7.27% | 26,039,579 | 7.71% |
| Total | 135,052,019 | | 123,696,109 | |
| Restricted Assets Utilised in Operations | | | | |
| Unrestricted Invested Funds | 19,319,493 | 5.38% | 1,694,159 | 0.51% |
| Total Invested Funds | 358,871,905 | 100.00% | 337,662,456 | 100.00% |

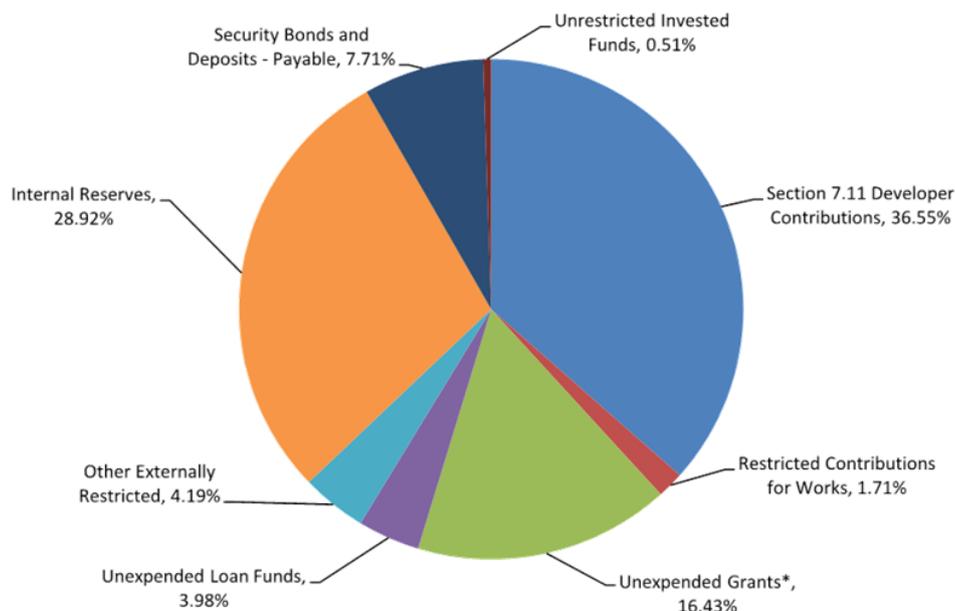
*Balance may be in deficit when funds are spent in advance of grant payment date to the Council.

NOTE: The above figures have been prepared under cash basis accounting.

January 2026 Investments % Allocation by Cash Reserve Type

This graph demonstrates the allocation of the Council's cash reserves.

Graph 1.3



Penrith City Council
Investment Summary
(Graphed to reflect fund ratings as % of portfolio)

Table 1.3

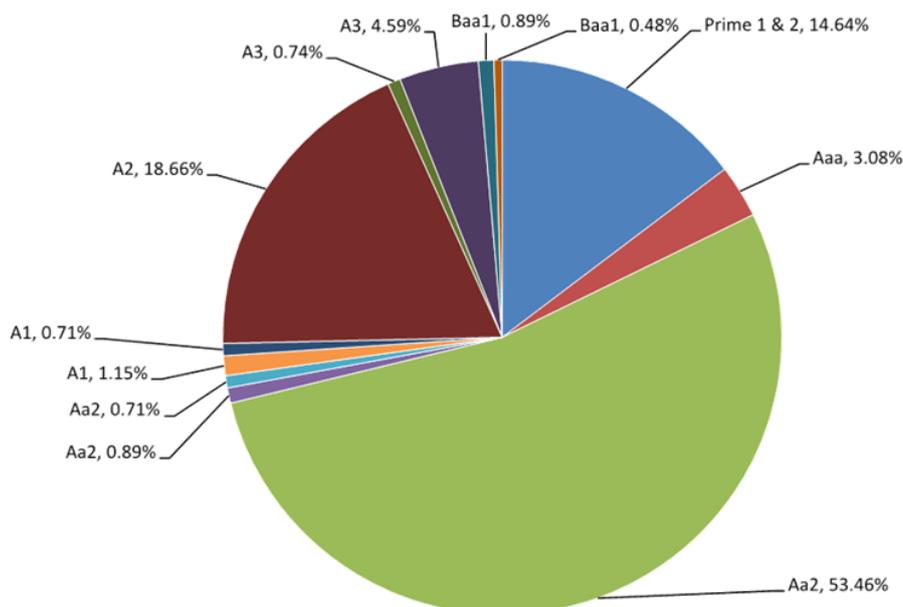
| Credit Exposure | Bank/Financial Institution | 31 January 2026 | | |
|------------------------|---|--------------------|----------------|----------------------------|
| | | \$ Utilised | % Portfolio | % Policy Maximum |
| Short Term | | | | |
| Prime 1 | CBA, NAB & Westpac | 39,938,132 | 11.83% | 100% (40% per institution) |
| Prime 2 | AMP Bank, BOQ ING Bank & Rabobank | 9,500,000 | 2.81% | 5% (10% per institution) |
| Prime 1 & 2 | | 49,438,132 | 14.64% | |
| Long Term | | | | |
| Aaa | TCorp Long-term Growth Fund | 10,414,005 | 3.08% | 100% (40% per institution) |
| Aa2 | Term Deposit (CBA,WBC & NAB) | 180,500,000 | 53.46% | 100% (40% per institution) |
| Aa2 | Floating Rate Note (WBC) | 3,000,000 | 0.89% | 100% (40% per institution) |
| Aa2 | Floating Rate Note (NAB) | 2,400,000 | 0.71% | 100% (40% per institution) |
| A1 | Floating Rate Note (Suncorp) | 3,900,000 | 1.15% | 40% (25% per institution) |
| A1 | Floating Rate Note (Macquarie Bank) | 2,400,000 | 0.71% | 40% (25% per institution) |
| A2 | Term Deposit (Rabobank Australia Ltd) | 63,000,000 | 18.66% | 40% (20% per institution) |
| A3 | Floating Rate Note (ING Bank) | 2,500,000 | 0.74% | 20% (10% per institution) |
| A3 | Term Deposit (ING Bank) | 15,500,000 | 4.59% | 20% (10% per institution) |
| Baa1 | Floating Rate Note (Bank of Queensland) | 3,000,000 | 0.89% | Grandfathered |
| Baa1 | Mortgage Backed Securities (Barclays Capital) * | 1,610,319 | 0.48% | Grandfathered |
| Sub-Total | | 288,224,324 | 85.36% | |
| Total | | 337,662,456 | 100.00% | |

*Investments placed prior to current Ministerial Order and/or financial institution's change in credit rating by Moody's. The product(s) is/are being 'Grandfathered' – i.e., the Council will continue to actively manage these investments within the portfolio. However, the Council is not permitted to place further funds in the bank(s), due to its/their credit rating.

January 2026 Investments % Allocation by Moody's Fund Rating

Reflects Moody's fund ratings as percentage (%) of the portfolio, to show compliance with the Council's Investment Policy objectives of minimising risk.

Graph 1.4



Penrith City Council
Diversification of Portfolio
(Graphed to reflect fund ratings as % of portfolio)

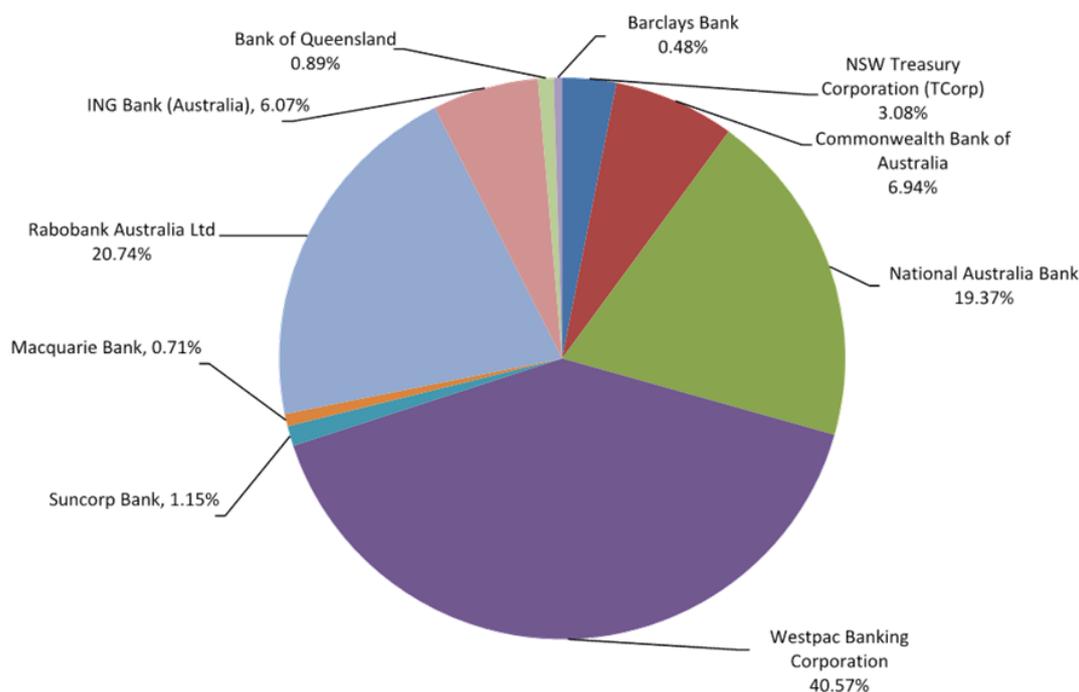
Table 1.4

| Dealing Bank | 31 January 2026 | | | |
|----------------------------------|-----------------|-----------|--------------------|----------------|
| | Short Term | Long Term | Investment | % Allocation |
| NSW Treasury Corporation (TCorp) | Prime 1 | Aaa | 10,414,005 | 3.08% |
| Commonwealth Bank of Australia | Prime 1 | Aa3 | 23,438,132 | 6.94% |
| National Australia Bank | Prime 1 | Aa3 | 65,400,000 | 19.37% |
| Westpac Banking Corporation | Prime 1 | Aa3 | 137,000,000 | 40.57% |
| Suncorp Bank | Prime 1 | A1 | 3,900,000 | 1.15% |
| Macquarie Bank | Prime 1 | A2 | 2,400,000 | 0.71% |
| Rabobank Australia Ltd | Prime 2 | A2 | 70,000,000 | 20.74% |
| ING Bank (Australia) | Prime 2 | A3 | 20,500,000 | 6.07% |
| Bank of Queensland | Prime 2 | Baa1 | 3,000,000 | 0.89% |
| Barclays Bank | Prime 2 | Baa1 | 1,610,319 | 0.48% |
| Total Investment | | | 337,662,456 | 100.00% |

January 2026 Investment % Allocation by Financial Institutions (per Moody's Credit Ratings)

Reflects the spread of investments amongst various Financial Institutions to show portfolio diversification in accordance with the Council's Policy of risk aversion.

Graph 1.5



CONFIDENTIAL BUSINESS
DELIVERY PROGRAM REPORTS
CONTENTS

Pecuniary Interests

Other Interests

Monday February 23 2026

| Item | Page |
|--|-------------|
| 1 Presence of the Public | 1 |
| 2 <u>Negotiation Parameters - PCC2025-299 Safety System Software</u> | 2 |
| 3 <u>Review of Children Services Centres</u> | 2 |

1 Presence of the Public

Everyone is entitled to attend a meeting of the Council and those of its Committees of which all members are Councillors, except as provided by Section 10 of the Local Government Act, 1993.

A Council, or a Committee of the Council of which all the members are Councillors, may close to the public so much of its meeting as comprises:

- (a) the discussion of any of the matters listed below; or
- (b) the receipt or discussion of any of the information so listed.

The matters and information are the following:

- (a) personnel matters concerning particular individuals;
- (b) the personal hardship of any resident or ratepayers;
- (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business;
- (d) commercial information of a confidential nature that would, if disclosed:
 - prejudice the commercial position of the person who supplied it; or
 - confer a commercial advantage on a competitor of the Council; or
 - reveal a trade secret.
- (e) information that would, if disclosed, prejudice the maintenance of the law;
- (f) matters affecting the security of the Council, Councillors, Council staff or Council property;
- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.

The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting.

The grounds must specify the following:

- (a) the relevant provision of section 10A(2);
- (b) the matter that is to be discussed during the closed part of the meeting;
- (c) the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in open meeting would be, on balance, contrary to the public interest.

Members of the public may make representations at a Council or Committee Meeting as to whether a part of a meeting should be closed to the public

The process which should be followed is:

- a motion, based on the recommendation below, is moved and seconded
- the Chairperson then asks if any member/s of the public would like to make representations as to whether a part of the meeting is closed to the public
- if a member/s of the public wish to make representations, the Chairperson invites them to speak before the Council makes its decision on whether to close the part of the meeting or not to the public.
- if no member/s of the public wish to make representations the Chairperson can then put the motion to close the meeting to the public.

The first action is for a motion to be moved and seconded based on the recommendation below.

RECOMMENDATION

That:

Strategic Direction 5

2 [Negotiation Parameters - PCC2025-299 Safety System Software](#)

This item has been referred to Confidential Business as the report refers to information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business and discussion of the matter in open meeting would be, on balance, contrary to the public interest.

Strategic Direction 2

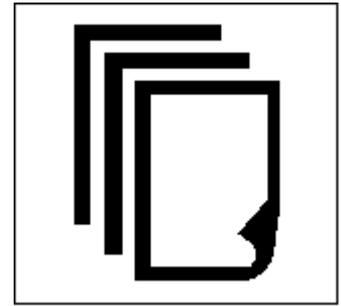
3 [Review of Children Services Centres](#)

This item has been referred to Confidential Business as the report refers to personnel matters concerning particular individuals and discussion of the matter in open meeting would be, on balance, contrary to the public interest.



THIS PAGE HAS BEEN LEFT BLANK INTENTIONALLY

ATTACHMENTS



Date of Meeting: Monday 23 February 2026

Report Title: Public Exhibition: Draft
Cranebrook Neighbourhood
Action Plan

Attachments: Draft Cranebrook Neighbourhood
Action Plan for Public Exhibition



Together in Cranebrook



Cranebrook Neighbourhood Action Plan 2026-2028



Acknowledgement

We acknowledge and pay respect to the Darug and Gundungarra people who are the traditional owners in which Penrith Local Government Area is situated. We also pay our respect to elders past, present and emerging, and to the First Nations people living in our community today.

Uncle Colin and Uncle Wayne lead a smoking ceremony to launch the Cranebrook Bush Food Trail at Grey Gums Oval.



Contents

| | |
|--|----|
| Acknowledgement | 2 |
| A message from our Mayor | 4 |
| A message from our General Manager | 5 |
| Glossary | 6 |
| Why a Neighbourhood Action Plan is important | 7 |
| Listening to community | 12 |
| Taking action on priorities in Cranebrook | 15 |
|  Focus 1 First Nations | 16 |
|  Focus 2 Place-based community sector coordination | 18 |
|  Focus 3 Recreation and activities | 20 |
|  Focus 4 Community safety, cohesion and belonging | 22 |

A message from our Mayor

I am proud to present the Cranebrook Neighbourhood Action Plan. Cranebrook is a community with a proud history, strong connections, and a future full of potential. This plan is a shared vision for how Penrith City Council, residents, community organisations and other stakeholders can work together to achieve our aspirations for Cranebrook and ensure our community continues to feel connected, supported and safe.

As the City of Penrith grows and changes, I am committed to bringing everyone on the journey. This plan for Cranebrook reflects the principle we apply across our City: when we listen to the people who live here, we make better decisions. Through a range of engagement activities, Cranebrook residents told us what matters most to you – from celebrating First Nations culture and building stronger connections between neighbours to improving local facilities, addressing perceptions and transport gaps. The plan responds directly to these priorities.

Council has an important role in fostering places where people feel a sense of pride and belonging. For Cranebrook, that means acknowledging challenges while celebrating the strengths that make this community so special. By working together, we can continue to build a future where Cranebrook is recognised by the resilience, creativity and spirit of its people.

Council will lead many of the actions in this plan and partner on others. Importantly, we will have an important role in advocating to other levels of government and the service sector, for them to step up their investment and action to support the Cranebrook community into the future.

I want to thank every resident who shared their ideas and feedback, and the many organisations that have partnered with us through the process. Together, we can ensure that Cranebrook thrives as a place where diversity is celebrated, people have access to opportunities and support, and the community's unique identity continues to flourish.



Councillor Todd Carney
Penrith Mayor

A message from our General Manager

This Cranebrook Neighbourhood Action Plan recognises that Cranebrook is unique, with deep First Nations connections, diverse cultural traditions, and a strong sense of resilience and pride.

The plan builds on the success of the 2014 Neighbourhood Action Plan. The impact of that plan shows what is possible when we listen and act on community priorities. From the establishment of the Cranebrook Bush Food Trail to local improvements in services and infrastructure, residents saw their ideas translated into tangible results. A decade later, this updated plan renews that commitment – ensuring that Council continues to listen, respond, and partner with the Cranebrook community to shape a future that reflects its strengths and aspirations.

The Cranebrook Neighbourhood Action Plan has been shaped by the voices, experience and aspirations of the people who call Cranebrook home. It reflects what you have told us about the importance of safety, inclusion, cultural celebration, and creating opportunities for young people and families.

We know that parts of the community face specific concerns – including social disadvantage, housing pressures, long-term health conditions, engagement with school and the workforce, and safety concerns – and this has been reflected through the engagement to develop this plan. For residents in social housing, experience of stigma, home maintenance issues and cost of living pressures are impacting quality of life. Limited and fragmented transport services increase isolation for many, especially those living with disability. These issues cannot be addressed by Council alone, and we will continue to work with other levels of Government and community organisations on these priorities. This plan is the roadmap that will guide this work.

On behalf of Penrith City Council, thank you to everyone who has contributed to this plan. It belongs to the Cranebrook community, and together we will bring it to life.

Andrew Moore
General Manager
Penrith City Council



Glossary

Key neighbourhoods

Council uses data to identify where residents experience socio-economic disadvantage. The suburbs are subject to change over time, and have included suburbs Cambridge Park, Colyton, Cranebrook, Kingswood, Kingswood Park, Llandilo, Londonderry, North St Marys, Oxley Park, part of Penrith suburb (excludes the CBD), St Marys, and Werrington.

Neighbourhood Renewal Program

A Council team who work alongside residents in key neighbourhoods to identify their strengths, needs and aspirations. This started as part of Council's Established Areas Strategy 2006 to 2016, a mechanism to address inequities, enhance service delivery and improve amenity in key neighbourhoods. Council responded to changes in State legislation where developer contributions benefit new release areas. The Established Areas Strategy was funded through a special rate variation and is an ongoing commitment.

Socio-Economic Index for Areas (SEIFA)

A tool developed by the Australian Bureau of Statistics (ABS) to measure the relative socio-economic advantage and disadvantage of different areas in Australia. A score is derived from attributes such as income, education, employment status, household types and sizes, and other variables.

Statistical Area

A geographical region defined for the purpose of collecting, analysing and interpreting data. They provide consistency when comparing data across different regions, such as two council areas, two states or the Country. This work is based on statistical areas created by the Australian Bureau of Statistics (ABS).



Why a Neighbourhood Action Plan is important

About this document

The Cranebrook Neighbourhood Action Plan 2026-2028 brings out the best in Cranebrook's social and cultural life. It highlights opportunities to nurture local identity, strengthen community pride, and build welcoming spaces where people can connect across differences. Through setting out both immediate actions and areas for collective advocacy, this Neighbourhood Action Plan provides a pathway for sustained, meaningful change.

The Cranebrook Neighbourhood Action Plan is both a planning document and a shared vision for the future to ensure Cranebrook continues to thrive.

Council's Planning Framework

Through engagement with the community, Council has developed a Community Strategic Plan (CSP). Tailored engagement with Cranebrook residents and this document delivers on the community's vision under Direction 2: Support our wellbeing.



Penrith 2041+ Community Strategic Plan (CSP)

Direction 2: Support our wellbeing

In 2041, our community is safe, welcoming and resilient. We have access to the services and spaces we need and our Wellbeing is supported.



2025-29 Delivery Program + 2025-26 Operational Plan

21 Strengthen community resilience, support systems and networks.



2025-26 Operational Plan and Budget

212c Deliver the Neighbourhood Renewal Program by working with residents to identify and act on place-based disadvantage.

Neighbourhood Renewal Suburbs and Village Café Locations

- Kingswood
- North St Marys
- Llandilo
- Neighbourhood Renewal suburbs

Cranebrook Bush Food Trail

As new opportunities arise, Neighbourhood Action Plans help Council make decisions that align with resident's aspirations. The Cranebrook Bush Food Trail is an example of taking action beyond the plan's duration.

In 2024, Council partnered with Muru Mittigar and young people through Nepean Community Neighbourhood Services to design a gathering space. Located at Grey Gums Oval, the Cranebrook Bush Food Trail celebrates local culture, community connection, and the natural environment. The site continues to receive positive feedback from residents, both as a gathering space and celebration of local First Nation's culture.

Approach to place-based outcomes

In 2008 Council made a commitment to work towards better coordination of resources directed to older established areas of the City. Improved planning processes and emphasis on new release areas for housing had highlighted the disparity experienced by residents in older established areas.

Statistical analysis undertaken by the Neighbourhood Renewal Program confirmed a link between socio-economic disadvantage and older established areas of the City. Further to this, data showed that older established areas were receiving less service provision from Council in terms of maintenance spending on footpaths, playgrounds, road networks etc.

Council set up The Neighbourhood Renewal Program to ensure everyone shares the benefits of Penrith's growth. This was part of Council's broader Established Areas Strategy 2008 to 2016, a mechanism to address inequities, enhance service delivery and improve amenity in key neighbourhoods. The Established Areas Strategy was funded through a special rate variation and is an ongoing commitment.

While all levels of government continue to invest in Penrith, there are neighbourhoods where residents demonstrate remarkable resilience and potential, even as they navigate complex challenges. These areas offer unique opportunities to build on existing strengths and deepen support for wellbeing.

Residents often experience their suburb differently, depending on their culture, age, gender, ability, socio-economic background and health. Council weaves together data with local knowledge and experiences of residents, community organisations and local businesses to identify the unique strengths and aspirations of each place.

A Neighbourhood Action Plan documents how Council will work in partnership with residents, community organisations and local businesses to guide future planning, service delivery, and investment in ways that reflect the unique identity of that place. Over time, neighbourhood planning brings to the forefront the larger and more complex challenges, including but not limited to: social disadvantage, housing pressures, and health outcomes, that require long-term commitment, collaboration, and significant investment from all levels of government and the broader service sector.

Cranebrook Neighbourhood Action Plan 2014

Council's last significant place-based engagement in Cranebrook occurred in 2014. Informed by residents, the Neighbourhood Action Plan focused on practical local improvements, including pathway maintenance, attracting a stronger mix of local shops and support for local services to deliver programs that meet resident needs. These outcomes demonstrated the value of listening directly to community voices to improve outcomes in their neighborhoods.

A decade on, new and ongoing challenges highlight the need for renewed focus and investment. Residents continue to raise concerns about recreation and local activities, cost-of-living pressures, limited transport options, and local connectivity. Safety, crime, and vandalism remain key issues, alongside a strong community desire for more activities that support young people and families.

Environmental and infrastructure challenges are also pressing. Heat management was identified as a critical issue, with residents noting that extreme heat impacts households without access to adequate cooling or under financial stress, as well as public spaces not having adequate shade.

At a neighbourhood level, residents feel the social divide between households and want more opportunities to gather over common interests.

Together, these issues demonstrate the importance of a refreshed Neighbourhood Action Plan for Cranebrook—one that addresses immediate, everyday needs while also advocating for systemic change and long-term solutions in partnership with government and the service sector.

Cranebrook context

Council uses data provided by The Australian Bureau of Statistics (ABS) to inform our work. This is mainly data collected via the census. The ABS also produces tools, such as the Social Economic Index for Areas (SEIFA) based on Census data. SEIFA measures the relative socio-economic advantage and disadvantage of different areas in Australia. It draws on data about income, education, employment status, household types and sizes, and other variables. A high score occurs when an area is less disadvantaged, and a lower score signals greater concentration of disadvantage.

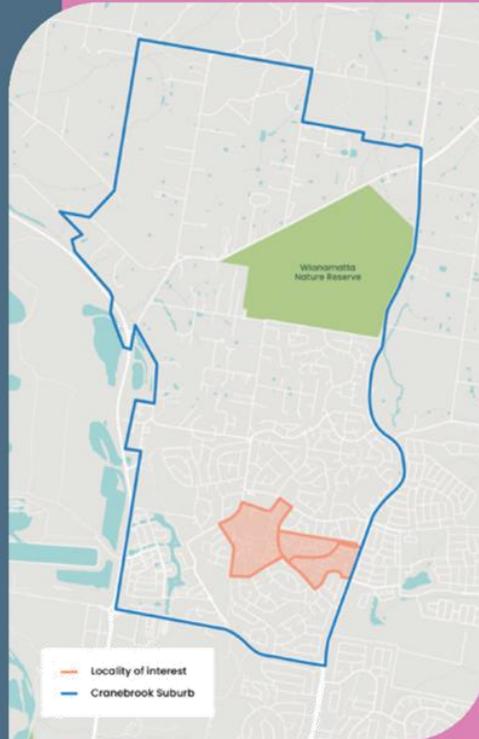
For The Cranebrook Neighbourhood Action Plan, Council compared data from the suburb and locality levels in Cranebrook.

Cranebrook is young and family-oriented, and home to Penrith's largest First Nations population.

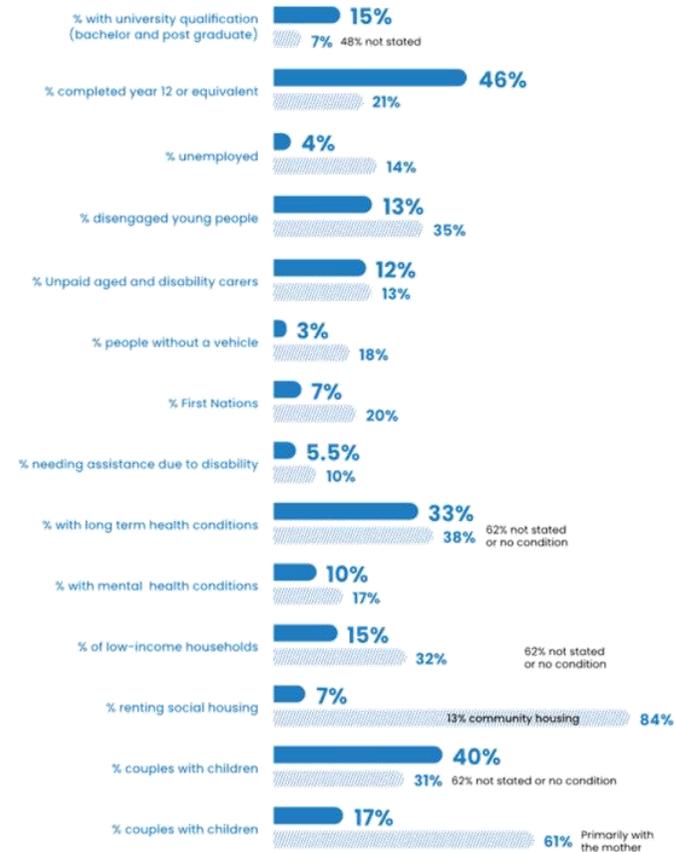
Cranebrook ranks as 11th most disadvantaged of the 36 Penrith region suburbs on the Socio-Economic Index for Areas (SEIFA, Australian Bureau of Statistics).

Some Cranebrook residents need support. The social housing estate in Cranebrook ranks first among localities in the Penrith Local Government Area for socio-economic disadvantage, meaning residents in this locality experience Cranebrook differently to their neighbours.

Notably, the locality level had a relatively higher non-completion rate in the 2021 Census. Approximately one in five residents (or 250 people) chose not to answer specific questions. This makes the social housing estate in Cranebrook a locality of interest and a priority for a collaborative, strategic response.



● Cranebrook Suburb
 ● Cranebrook Locality of Interest



Listening to community

Opportunities to contribute

Between November 2023 and June 2025, Council ran a community engagement program called 'Together in Cranebrook'. There were 20 activities delivered in person and online in collaboration with 25 services. This resulted in approximately 2058 participants and of these 277 agreed to feedback being used in reporting.

Communications channels



- Council's social media
- Your Say Penrith project page
- Flyer delivered to all households in Cranebrook
- Community service mailing lists and meetings
- Local schools and organisations

Engagement



In person activities with residents

| | |
|----------------------|-------|
| Number of activities | 17 |
| Reach | 1,821 |
| Engaged | 250 |

Online tools for residents

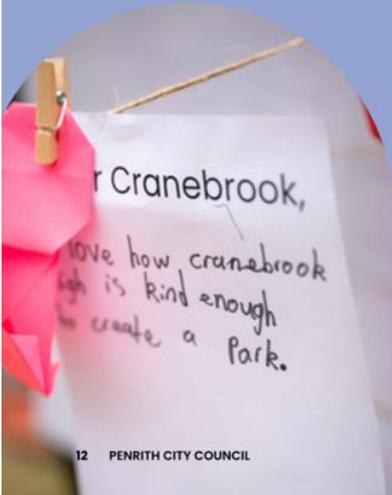
3 tools / Email - Online Interactive Map - Online survey

| | |
|---------|-----------------------------|
| Reach | 180 people (240 visits) |
| Visits | 149 81% first time visitors |
| Engaged | 27 |

Community sector meetings

| | |
|-----------|-----------|
| Instances | 8 |
| Engaged | 57 people |

Reach indicates how many people attended an activity or visited the website.
Engaged indicates how many people agreed to feedback being used in reporting.



What residents and the local community sector said

Cranebrook residents shared lived experience of everyday life in the neighbourhood. We heard that Cranebrook is home to a kind and connected community. Residents share a love for the outdoors, want to celebrate First Nations culture and want to change the suburb's stigma. Residents feel their wellbeing and quality of life are impacted by socio-economic and systemic factors.



First Nations people and connection to culture in Cranebrook

Residents shared the importance of connecting to First Nations culture and Country. The lived experience of older generations drives a desire to improve outcomes for next generation/s. They see the impacts of young people navigating life between two worlds (their First Nations identity and non-indigenous systems, constructs and culture). Children and young people enjoy doing activities that connect them to First Nations culture.



Place-based community sector coordination in Cranebrook

Community workers shared a willingness to address new and persistent social issues. There is an awareness among services that the community know what they want, they need resourcing to make it happen and need to work on the "wicked problems".



Recreation and activities in Cranebrook

Residents expressed a love for open spaces and recreational activities. However, there are barriers to participation including cost, access to transport and diversity of offerings.



Social cohesion, safety and belonging in Cranebrook

Perceptions of crime and stigma contribute to social division among neighbours. This is impacting the narrative of place and people, contributing to an 'us versus them' mentality.

Stay involved

Council values lived experience and input from residents to strengthen decision making. As we deliver the actions in this plan, there will be further opportunities for residents to participate.

Subscribe to 'Together in Cranebrook' to receive progress updates and opportunities to provide further input via email. We will also communicate via local services, children services, schools and social media.





Focus 1

First Nations



Cranebrook is a place with deep and ongoing First Nations connections. Supporting and celebrating First Nations cultures is essential to building a community that is inclusive, respectful, and proud of its diverse histories. This focus area has actions that respond to the needs of First Nations residents and their neighbours' interest in cross-cultural understanding and shared celebration.

What we've already done

Supported staff participation in the Muru Murak interagency, strengthening partnerships and ensuring Cranebrook's programs are informed by local Aboriginal-led organisations and priorities.

Council worked with Muru Mittigar, Clontarf Academy and Braddock Primary School to deliver a Caring for Country learning experience. Students participated in a Walk on Country and thinning workshop at Castlereagh General Cemetery. This was followed by a community workshop where participants made their own clap sticks.

These actions demonstrate a commitment to listening, learning, and acting in partnership with First Nations people, laying the groundwork for deeper collaboration and stronger recognition of culture in everyday community life.



On 27 June 2025, Council delivered Ngana Birrung – Black Stars Hip Hop Festival. This cultural event created opportunities for the community to engage with First Nations stories.

Prior to the event, 20 students from Braddock Primary School participated in songwriting workshops. Their song titled 'Cranebrook in my heart' shares their experience of living in Cranebrook.

Approximately 2000 residents attended the event in Sherringham Park.

Planned work

| Action | What we will deliver | Who will deliver | When we will deliver |
|---|---|--------------------------------------|----------------------|
| 1.1 Support programming and content that promotes First Nation's culture, values and Caring for Country. | 1.1a Consider how to embed First Nations values and perspectives in placemaking initiatives. | City Activation, Community and Place | 2026 to 2028 |
| | 1.1b Consider how to embed First Nations content in place-based programming. | City Activation, Community and Place | 2026 to 2027 |
| 1.2 Explore pathways that lead to culturally-relevant education and employment for First Nations young people (12-17 years). | 1.2a Explore local training opportunities that connect young people to the workforce. | City Activation, Community and Place | 2026 to 2027 |
| | 1.2b Work with young people and Aboriginal Community Controlled Organisations to broker culturally appropriate mentorships. | City Activation, Community and Place | 2026 to 2027 |
| 1.3 Support community-led programs to apply for grants from the Community Funding Program. | 1.3a Promote grant information sessions and getting grant ready training to Cranebrook residents and services. | City Activation, Community and Place | 2026 to 2028 |



Focus 2

Place-based community sector coordination



Place-based coordination helps to build trust between community services and residents. It ensures service delivery is responsive, effective and accessible to those who need it. By working in partnership with each other and residents, community services can avoid duplication, share resources, and strengthen the delivery of programs that reflect the diverse needs of the community. Services provided feedback on their operational needs and desire to work on strategic issues beyond the day-to-day service provision.

What we've already done

Delivered Grant Writing Training to local organisations, building capacity to access funding opportunities and deliver more projects for the community.

Promoted the Cranebrook Neighbourhood Area Board to other services, encouraging stronger collaboration and alignment to support Cranebrook residents.

These initiatives have strengthened the foundations for coordinated, place-based action and created opportunities for the community sector to work more effectively alongside residents in shaping Cranebrook's future.



In June 2025, Council hosted First Nations Cultural Awareness training. This responded to training needs from community workers.

The session was facilitated by First-Nations-led training provider, Bamara and focused on strengthening cultural awareness and engagement with Aboriginal and Torres Strait Islander residents.

25 people attended. Participants gave the training an overall score of 8/10.

Planned work

| Action | What we will deliver | Who will deliver | When we will deliver |
|--|---|--------------------------------------|----------------------|
| 2.1 Deliver training and capacity building opportunities for community services that respond to identified needs. | 2.1a Deliver at least five instances of training, such as data collection and measurement, project proposal and grants writing, First Nations Cultural Awareness, Governance, Collective Impact and Trauma-informed practice. | City Activation, Community and Place | 2026 to 2028 |
| | 2.1b Investigate existing mentorship programs for not-for-profit leaders and connect local providers to opportunities | City Activation, Community and Place | 2026 to 2028 |
| | 2.1c Encourage place-based services to sign up to Penrith Sector Connect to receive up to date information on local networking and events | City Activation, Community and Place | Ongoing |
| 2.2 Consider sector feedback regarding community centres during the development of the Community Tenancy Policy. | 2.2a. Consider matters raised by service providers, whilst considering known constraints and limitations. | City Activation, Community and Place | 2026 to 2027 |
| 2.3 Collaborate with First Nations community and sector to design projects that respond to local needs, including celebration and recognition of First Nations community. | 2.3a Attend Muru Murak Interagency meetings to work alongside community on identifying, scoping and resourcing projects that respond to community needs. | City Activation, Community and Place | Ongoing |
| | 2.3b Empower Aboriginal Community Controlled Organisations to deliver an On Country Program and alternative employment pathways for young people | City Activation, Community and Place | 2026 to 2028 |
| 2.4 Support community sector to design and promote activities that target gaps. | 2.4a Support place-based services to deliver a collaborative program for Cranebrook residents | City Activation, Community and Place | 2026 to 2028 |
| | 2.4b Support Magnetic Places Grant projects that meet identified needs | City Activation, Community and Place | Ongoing |

Focus 3

Recreation and activities



Recreation and access to activities contribute to connected, healthy, and resilient neighbourhoods. In Cranebrook, residents have consistently expressed the importance of safe, inclusive spaces and programs. Common barriers to participation include cost, location and transport links, and the impacts of weather conditions. This focus area is about addressing the needs of residents of all ages, abilities and backgrounds so that they can come together and be active closer to home.

What we've already done

Investigated initiatives to help residents respond to extreme heat. We will continue to share the most up to date information with local networks.

Delivered self-defense and wellbeing training for residents in social housing, with a particular focus on supporting women's safety and confidence.

Began investigating improvements to Pendock Road Reserve as a dedicated 'gathering space' where the community can connect, host activities, and celebrate local identity.

These actions provide a strong foundation for further investment in recreational opportunities and programs that reflect the community's aspirations and diverse needs.



In June 2024, 15 residents attended a drop-in push bike maintenance session. This was delivered in response to community feedback about bike safety.

Expert bike mechanics from Revolve Recycling tuned push bikes, skateboards and scooters. Kids were shown what to look out for and how to care for their bikes going forward.

One old bike was donated to Revolve Recycling for spare parts.



Planned work

| Action | What we will deliver | Who will deliver | When we will deliver |
|---|--|--------------------------------------|----------------------|
| 3.1 Deliver recreational activities that respond to community interests. | 3.1a Investigate a push bike safety initiative with children and young people | City Activation, Community and Place | 2026 to 2028 |
| | 3.1b Develop and distribute a resource of recreation opportunities for community use. | City Activation, Community and Place | 2026 to 2027 |
| | 3.1c Explore a resource of community-led place making to support resident-action. | City Activation, Community and Place | 2026 to 2027 |
| 3.2 Investigate initiatives to build resident resilience to extreme heat. | 3.2a Investigate improvements to public spaces to assist with extreme heat. | City Presentation | 2026 to 2027 |
| 3.3 Consider feedback about the preferred use of public spaces when undertaking a review of the Sport and Recreation Strategy. | 3.3.a Investigate delivery of Penrith Mayoral Challenge in Pendock Road Reserve, Cranebrook. | City Activation, Community and Place | 2026 to 2027 |

Focus 4

Community safety, cohesion and belonging



Cranebrook, residents have highlighted the importance of improving road and pedestrian safety, addressing perceptions of crime and vandalism, and ensuring that public spaces are accessible and welcoming. Strengthening safety also contributes to a sense of belonging among neighbours, where trust and connection builds shared responsibility for each other.

What we've already done

Council has reviewed 44 site specific requests ranging in subject matter and technical requirements. Outcomes include:

Undertook maintenance to improve accessibility, including grinding down uneven paths in the public laneway behind Braddock Primary School to reduce trip hazards and improve safety for children and families.

Investigated community concerns about pedestrian and road safety and actively sought external grant funding to support improvements. Council has also delivered \$1.3 million upgrade at the intersection of Laycock and Andrews Road with Blackspot Funding from the Federal Government.

Investigated lighting outages on Sherringham Road, Cranebrook and reported to Endeavour Energy for fixing.

Progressed \$2.1 million of improvements at Andromeda Reserve, including improvements to sports field, resurfacing the netball and half-court basketball areas and landscaping. Work is on track to be completed within the next 15 months. This has been through State and Federal Government grants.

Identified 11 items that will be referred to the appropriate Government agency and landowners for their consideration.

These actions demonstrate the value of listening to community feedback and acting on local priorities. Building on this foundation, The Cranebrook Neighbourhood Action Plan will continue to explore opportunities to enhance safety, reduce risks, and foster stronger cohesion across Cranebrook's neighbourhoods.

Planned work

| Action | What we will deliver | Who will deliver | When we will deliver |
|--|--|--|----------------------|
| 4.1 Investigate pedestrian safety concerns | 4.1a Investigate upgrades to improve the back entrance to Braddock Public School. | City Activation, Community and Place | 2026 to 2027 |
| | 4.1b Promote the drop off/pick up zone program to local schools to improve pedestrian safety. | City Activation, Community and Place | 2026 to 2027 |
| 4.2 Investigate road safety concerns | 4.2a Continue to identify funding to deliver improvements to road safety. | Engineering Services | Ongoing |
| 4.3 Advocate for improvements to public spaces not owned by Council. | 4.3a Work with centre management of local shops to respond to matters raised by residents. | City Activation, Community and Place; City Economy | 2026 to 2027 |
| | 4.3b Raise matters of importance to residents with Land and Housing NSW. | City Activation, Community and Place | 2026 to 2027 |
| | 4.3c Raise improvement requests for State-owned roads and public transport with Transport for NSW. | City Activation, Community and Place | 2026 to 2027 |
| | 4.3d Explore a partnership project in response to misuse of community sharps bin at Pendock Park. | City Activation, Community and Place | 2026 to 2027 |
| 4.4 Explore programs that address social cohesion across Cranebrook. | 4.4a Explore community-led programs to address the needs of Cranebrook residents | Community Connection | 2026 to 2027 |
| | 4.4b Explore a community arts and cultural development program that promotes the experiences and strengths of Cranebrook residents | Community Resilience | 2026 to 2027 |
| 4.5 Continue advocacy on matters of importance to residents including social housing, public transport and perceptions of safety. | 4.5a. Develop resources to support advocacy efforts. | City Activation, Community and Place | 2026 to 2027 |
| | 4.5b. Monitor advocacy activities and effectiveness of approach. | City Activation, Community and Place | 2026 to 2027 |

PENRITH CITY COUNCIL

Civic Centre
601 High Street
Penrith NSW

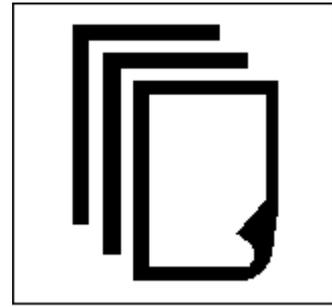
Phone: 02 4732 7777

Email: council@penrith.city



penrith.city

ATTACHMENTS



Date of Meeting: Monday 23 February 2026

Report Title: Children's Services Management Agreement

Attachments: Draft Children's Services Management Agreement 2026-2030

PENRITH CITY COUNCIL

PENRITH CHILDCARE SERVICES
COOPERATIVE MANAGED SERVICES



PENRITH

Childcare Services

Penrith Childcare Services

Cooperative Management Agreement

2026-2030

Adopted at Policy review on.....

CONTENTS

Specification

1. Purpose
2. Accountability
3. Scope of Services
4. Links to Organisational Outcomes
5. Location
6. Quality Of Service
7. Relationships
8. Constraints
9. Service Level Agreements
10. Service Viability
11. Penrith Childcare Services Funding
12. Performance Measurement and Reporting
13. Management Agreement Review Period
14. Termination
15. No Litigation
16. Schedules

Schedules

- 16.1 Penrith Childcare Services Cooperative Board Charter
- 16.2 Service Summary Sheet for Long Day Care, Pre-school, OSHC and Internal Coordination

1. Purpose of this specification

The purpose of this specification is to:

- Clearly define the scope and service levels to be provided
- Clearly identify roles, responsibilities and accountabilities of the Penrith Childcare Services Cooperative and Penrith City Council
- Provide costings for service provision
- Support improved management and service performance

1.1 Service Description

The Penrith Childcare Services Cooperative provides facilities/children's centres, staff, resources, vehicles, education and support to the community through the effective management of childcare services for children aged 0-12 years and families across the city.

This includes the following as at the date of this agreement:

- 19 Long Day Care services
- 6 Pre-schools
- 20 Before and After School services
 - With 12 on school grounds
- 7 vacation Care services
- Mobile Playvan
- Allied Health Services
- Other services or initiatives implemented by the Penrith Childcare Services Cooperative

1.2 Definition of Children's Cooperative

The Penrith Childcare Services Cooperative is a non-trading Cooperative with delegated authority from Penrith City Council under S377 of the Local Government Act 1993 to manage Penrith Childcare Services Operations under Penrith City Council's authorisations as set out in the terms of the Penrith Childcare Services Cooperative 2000. Membership consists of Councillor, parent, community and staff representatives.

The relationship of the Penrith Childcare Services department and The Penrith Childcare Services Cooperative is outlined in Section 7 "Service Relationships".

2. Accountability and Responsibility for Service

The Board is responsible for the management of the Council's Childcare Services. The Director Business Operations provides support to Penrith Childcare Services Cooperative through the Head of Children's Services.

The Head of Children's Services is responsible for the delivery of Penrith Childcare Services and is accountable to and report on, the performance of the service to the Director Business Operations and reports to the Board of the Penrith Childcare Services Cooperative.

a. Accountability and Responsibility for Cooperative

Council recognises Penrith Childcare Services as a core business function and the Cooperative management structure is designed to ensure Penrith Childcare Services receive the management focus it deserves. The Childcare Services Cooperative will do this by bringing a group of people together who will focus on the provision of Childcare Services. Under the *Local Government Act, Section 377*, Council has the authority to delegate its functions to other entities including the Cooperative. With the Penrith Childcare Services Cooperative, Council delegates management responsibility to the Cooperative. The Cooperative is accountable to Council. All Penrith Childcare Services staff remain employees of Council.

The Chairperson is responsible for the agenda and compliance with the constitution of the Cooperative. The Chairperson shall lead the strategic plan, risk and governance, board performance, budget development and oversee the organisation performance and guidance of Directors. The Chairperson is also responsible for ensuring the Board Charter (schedule 16.1) is up to date, contemporary, and enforced accordingly.

Board Directors have a responsibility to ensure Penrith Childcare Services operates efficiently in the Penrith Local Community and works to provide long term financial sustainability by reducing Council's subsidy and contribution to the operations of Penrith Childcare Services.

- **Board Rotations**
As provided by the Board Charter 4.4 (Board Succession Planning) adopted from time to time
- **Governance Training for Board Directors**
As provided by the Board Charter 4.6 (Director Development) adopted from time to time
- **Onboarding of Board Directors**
As provided by the Board Charter 4.5 (Onboarding Directors) adopted from time to time

3. Scope Of Service

3.1 General Statement of Scope

The Council through this agreement acknowledges and expresses its commitment to the provision of Childcare Services in the City. Penrith City Council, in partnership with the Penrith Childcare Services Cooperative Board, shall ensure the effective management, operation, and delivery of services as outlined in this agreement. Penrith City Council shall allocate the necessary Governance and Risk frameworks, Assets, internal support services and legislative requirements to the Cooperative to perform its function of overseeing Penrith Childcare Services on Council's behalf in a manner that is efficient, compliant with relevant legislation, and aligned with community expectations.

The Council through this agreement expresses that it values the investment in Children Services to the community and sees that it has an important role in providing services of a high quality at an accessible cost for its community, whilst acknowledging that the service should be provided sustainably. Penrith City Council will agree to underwrite the operations of Penrith Childcare Services at the end of each Financial Year.

Scope of Responsibilities

The scope of responsibilities for Penrith Childcare Services under this agreement includes, but are not limited to:

1. **Operational Management**
 - Day-to-day administration and coordination of services

- Oversight of Council staff, contractors, and volunteers involved in service delivery
 - Implementation of policies and procedures as endorsed by the Cooperative Board
- 2. Facility Maintenance**
- Routine and preventative maintenance of all facilities and equipment
 - Coordination of repairs and upgrades as required to ensure safety and functionality
 - Long term asset maintenance and renewal
- 3. Financial Management**
- Preparation and monitoring of budgets in consultation with the Cooperative Board
 - Timely reporting of financial performance and expenditure
 - Compliance with Council's financial policies and audit requirements
- 4. Program Delivery**
- Planning and delivery of programs and services that meet the needs of the community
 - Evaluation and continuous improvement of service offerings
- 5. Governance and Reporting**
- Regular reporting to the Cooperative Board and annual reporting to Council on service performance
 - Support for governance functions including meeting facilitation, documentation, and compliance
- 6. Community Engagement**
- Engagement with stakeholders and community members to inform service planning
 - Promotion of services and programs to ensure accessibility and participation

3.2 Key Objectives of the Service

Penrith Childcare Services Cooperative LTD must (as set out in the rules of the Cooperative)

- Care for, control and maintain, manage and operate children's centres in compliance with Commonwealth, and NSW State and Local council funding, legislative and licensing agreements
- Provide and support inclusive and equitable children's services that address the diverse needs of the community
- Increase parental contribution to the quality and improvement of services and programmes for the benefit of all children and young people
- Promote, advocate and support the highest quality standards of care and education to foster children's health, safety development and learning
- Increase Council's prominence and industry profile for children's services through best practice and continuous improvement
- Promote the understanding of the value of early years education in the development of children
- Ensuring sustainable financial outcomes within the services

The Management Team of Penrith Childcare Services must:

- Sustain a trained and experienced workforce
- Resource and support the Penrith Childcare Services Cooperative LTD
- Ensure compliance with Legislation, Regulations and Standards
- Operate Penrith Childcare Services in a financially sustainable manner by reducing Council subsidy support to the Cooperative

3.3 Details of Scope

The details of the scope of this service are specified in schedule 16.2. The service provider must carry out all activities specified in schedule 16.2.

PENRITH CITY COUNCIL

PENRITH CHILDCARE SERVICES
COOPERATIVE MANAGED SERVICES

In addition, the service provider shall allow for carrying out all ancillary activities implied and/or necessary for carrying out the complete service to the satisfaction of the Council.

Council has delegated to the Penrith Childcare Services Cooperative LTD (Coop) the care, control and management of the Children's Service operations under section 377 of the Local Government Act 1993 as outlined in section 5 of this agreement or any other service that the Council on the recommendation of the Cooperative agree to include.

4. Link to Organisational Outcomes

The Penrith Childcare Services Cooperative contributes to Penrith Council's Delivery Program and Operational Plan as agreed between the Council and the Board of Penrith Childcare Services Cooperative from time to time.

5. Location of Services managed by Cooperative as at 15 August 2025

| Centre | Address | Suburb | Postcode |
|---|---|-------------------|----------|
| Long Day Care | | | |
| Blue Emu Children's Centre | 38A Wedmore Road | Emu Heights | 2750 |
| Carita Children's Centre | 5 Trent Street | South Penrith | 2750 |
| Cook Parade Children's Centre | 41 Cook Parade | St Clair | 2759 |
| Erskine Park Children's Centre | Cnr Swallow and Peppertree Drive | Erskine Park | 2759 |
| Glenmore Park Child & Family Centre | 31 Blue Hills Drive | Glenmore Park | 2745 |
| Jamisontown Children's Centre | 70 Glenbrook Street | Jamisontown | 2750 |
| Kindana Children's Centre | 25 Moore Street | St Clair | 2759 |
| Koala Corner Children's Centre | Corner Swanston & Collins St | St Marys | 2760 |
| Platypus Playground Children's Centre | 61 Wardell Drive | South Penrith | 2750 |
| Ridge-ee-Didge Children's Centre | 17-23 Woodland Avenue | Oxley Park | 2760 |
| Somerset Cottage Early Education and Care | Nepean Hospital Barber Avenue | Kingswood | 2747 |
| Stepping Stones Children's Centre | 207 Bennett Road | St Clair | 2759 |
| Strauss Road Children's Centre | 23 Strauss Road | St Clair | 2759 |
| Tamara Children's Centre | 17 Hosking Street | Cranebrook | 2749 |
| The Emu Plains Kids' Place | 4 Lawson Street | Emu Plains | 2750 |
| Wattle Glenn Children's Centre | 28 Trinity Drive | Cambridge Gardens | 2747 |
| Werrinda Children's Centre | 20 Brookfield Avenue | Werrington Downs | 2747 |
| Werrington County Children's Centre | Corner Henry Lawson & John Batman Avenue | Werrington County | 2747 |
| Yoorami Children's Centre | 7-11 Cottage Street | Werrington | 2747 |
| Preschool | | | |
| Floribunda Children's Centre | 3 Floribunda Avenue | Glenmore Park | 2745 |
| Grays Lane Children's Centre | 96-98 Grays Lane | North Cranebrook | 2749 |
| Gumbirra Pre-School | 97A Cook Parade | St Clair | 2759 |
| Rainbow Cottage Children's Centre | 30 Trinity Drive | Cambridge Gardens | 2747 |
| St Marys Children's Centre | 7 Collins Street | St Marys | 2760 |
| Tandara Children's Centre | 217 Evan Street | South Penrith | 2750 |
| Before and After School Care | | | |
| Emu Village OSHC | 4 Lawson Street | Emu Plains | 2750 |
| Erskine Park OSHC | Cnr Swallow and Peppertree Drive | Erskine Park | 2759 |
| Grays Lane OSHC | 96-98 Grays Lane | North Cranebrook | 2749 |
| Gumbirra OSHC | 97A Cook Parade | St Clair | 2759 |
| Kindana OSHC | 25 Moore Street | St Clair | 2759 |
| Rainbow Cottage OSHC | 30 Trinity Drive | Cambridge Gardens | 2747 |
| Tandara OSHC | 217 Evan Street | South Penrith | 2750 |
| Yoorami OSHC | 7-11 Cottage Street | Werrington | 2747 |

PENRITH CITY COUNCIL

PENRITH CHILDCARE SERVICES
COOPERATIVE MANAGED SERVICES

| Before and After School Care – School Sites | | | |
|---|----------------------------------|---------------|------|
| Bennett Road OSHC | 100–114 Bennett Road | Colyton NSW | 2760 |
| Braddock OSHC | 54–70 Laycock Street | Cranebrook | 2749 |
| Kingswood Park OSHC | Caloola Avenue | Penrith | 2750 |
| Kingswood South OSHC | 60–68 Smith Street | Kingswood | 2747 |
| Llandilo OSHC | Seventh Avenue | Llandilo | 2747 |
| Nangamay OSHC | 1–23 Forestwood Drive | Glenmore Park | 2745 |
| Orchard Hills OSHC | 79–101 Kingswood Rd | Orchard Hills | 2748 |
| Oxley Park OSHC | 114–130 Adelaide Street | Oxley Park | 2760 |
| Regentville OSHC | 28–34 School House Road | Regentville | 2745 |
| Samuel Terry OSHC | 93–107 Grays Lane | Cranebrook | 2749 |
| Werrington County OSHC | 2A John Batman Avenue | Werrington | 2747 |
| York OSHC | 224 Evan St | South Penrith | 2750 |
| Vacation Care | | | |
| Emu Village Vacation Care | 4 Lawson Street | Emu Plains | 2750 |
| Erskine Park Vacation Care | Cnr Swallow and Peppertree Drive | Erskine Park | 2759 |
| Kindana Vacation Care | 25 Moore Street | St Clair | 2759 |
| Nangamay Vacation Care | 1–23 Forestwood Drive | Glenmore Park | 2745 |
| Samuel Terry Vacation Care | 93–107 Grays Lane | Cranebrook | 2749 |
| Werrington County Vacation Care | 2A John Batman Avenue | Werrington | 2747 |
| Yoorami Vacation Care | 7–11 Cottage Street | Werrington | 2747 |
| Other | | | |
| Mobile Playvan | Varies | | |
| Allied Health | 31 Blue Hills Drive | Glenmore Park | 2745 |

6. Quality of Service

6.1 General Quality Statement

Penrith Childcare Services shall be carried out to agreed standards, shall comply with all statutory requirements and to the complete approval of Council.

a. Quality Standards

The specification requires compliance with all relevant Acts and Regulations, without limiting this requirement Penrith Childcare Services must carry out all services in accordance with the following standards:

- Local Government Act 1993 (NSW)**
[Current version](#)

2. **Cooperatives (Adoption of National Law) Act 2012 (NSW)**
[Current version](#)
3. **Children and Young Persons (Care and Protection) Act 1998 (NSW)**
[Current version](#)
4. **Education and Care Services National Regulations (2011 SI 653)**
[Current version](#)
5. **National Quality Standard (NQS)**
[Latest version](#)
6. **National Standards for Outside School Hours Care**
Governed under [CACFP Health and Safety Standards](#)
7. **National Child Care Centre Standards**
Covered under the [National Quality Framework](#)
8. **Australia New Zealand Food Standards Code**
[Latest version](#)
9. **Work Health and Safety Act 2011 (Cth)**
[Latest version](#)
10. **Work Health and Safety Regulation 2017 (NSW)**
[Current version](#)
11. **Australia/New Zealand Playground Standards**
AS/NZS 4685.0:2017 and AS/NZS 8124 series
[Overview](#)
12. **NSW Disability Services Standards (Children's Standards)**
[NSW Education Standards](#)
13. **Access and Equity Policy**
Reflected in the [Multicultural Action Plan 2024–2027](#)
14. **Equal Employment Opportunity Policy and Management Plan**
[Council Careers – Diversity Section](#)
15. **Probity and Governance Policies**
[Governance Framework](#)
16. **Customer Promise**
[Our Customer Promise](#)
17. **Local Environment Plans**
[Penrith Local Environmental Plan 2010](#)

18. Relevant Position Descriptions

Available via [Council Careers Portal](#)

b. Performance Criteria

The Penrith Childcare Services Cooperative must perform the service in accordance with all requirements specified in the "Performance Criteria" in schedule 16.2. The service provider must meet the performance criteria specified.

c. Quality of Staff

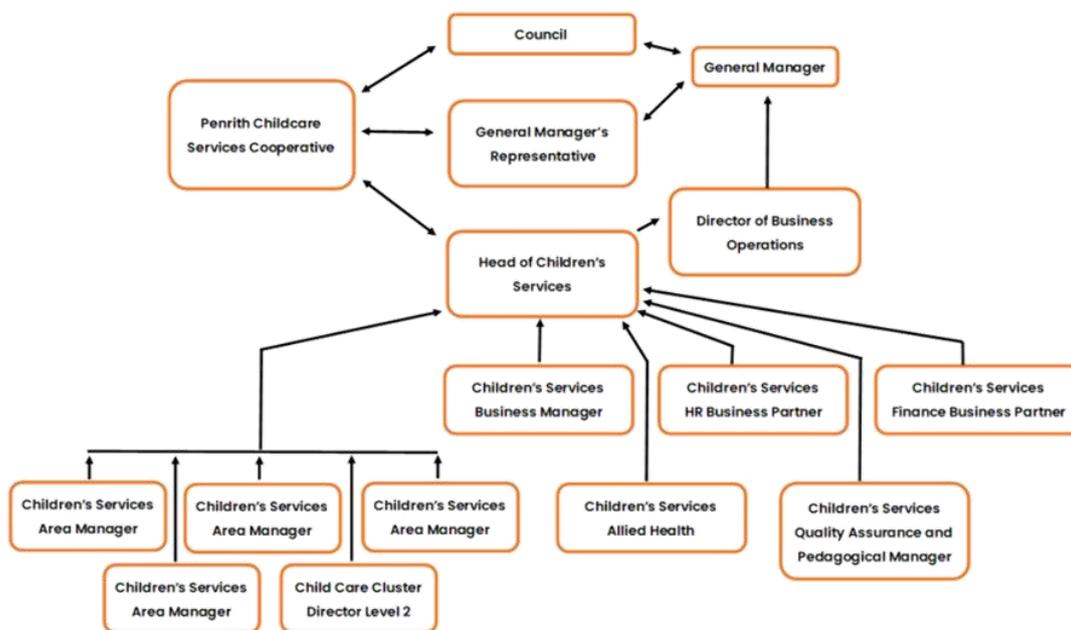
The Penrith Childcare Services Cooperative must ensure that the staff performing the services have the qualifications and experience necessary as stated below to legally perform their duties, unless otherwise stated.

All staff involved in the delivery of services associated with the care of children and young people shall require a police check, working with children check (where applicable) and clearance for the particular activity.

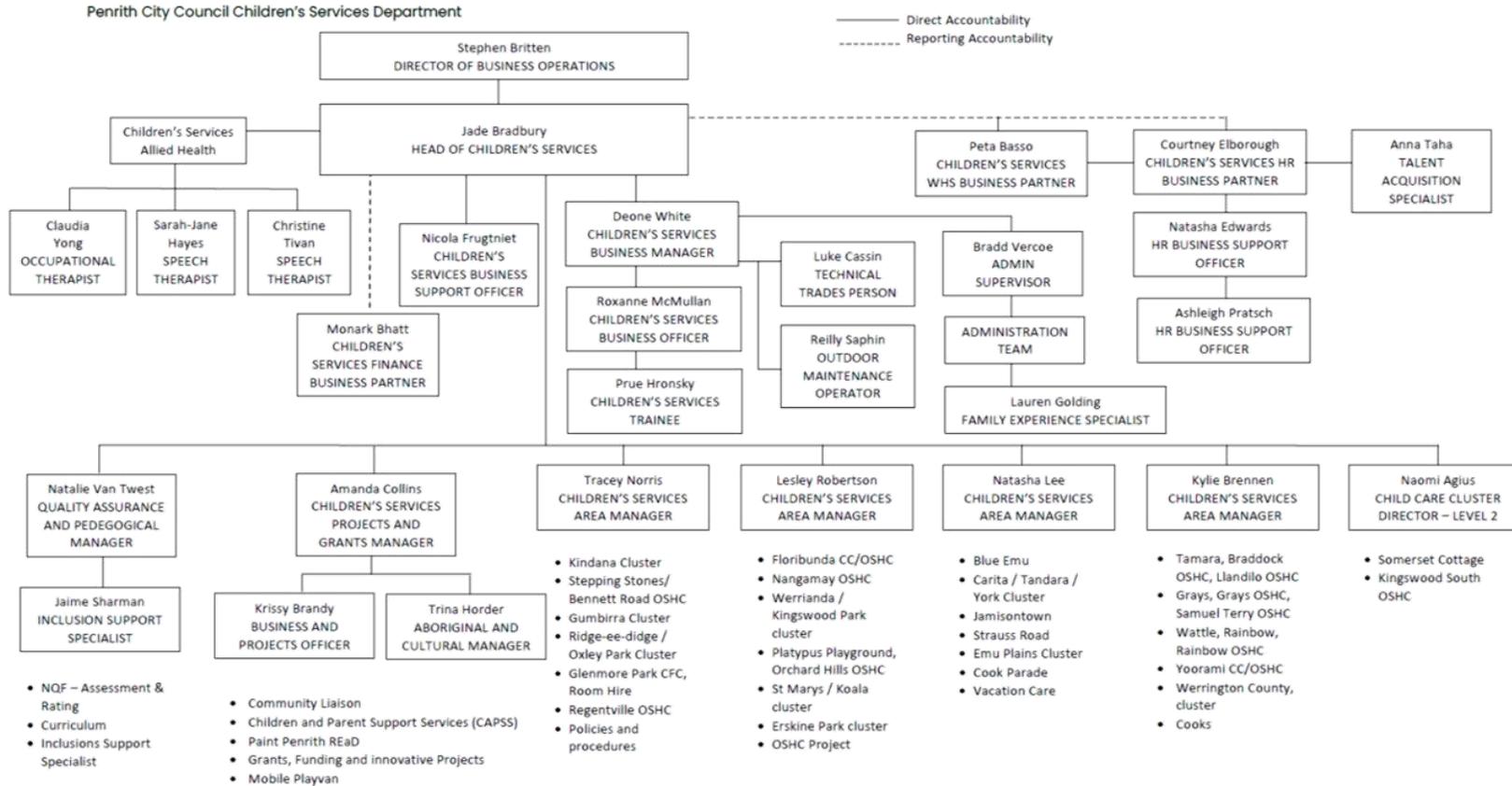
Present situation as of 15 August 2025.

| Service | Minimum Qualification | Minimum Experience Preferred |
|---------------------------------|--------------------------|--|
| Head of Children's Services | Degree in relevant field | Extensive experience and skills in Business Management and Early Childhood |
| Business Manager | Degree in relevant field | Experience and skills in Business Management and Early Childhood |
| Projects and Grants Manager | Degree in relevant field | Experience and skills in Business Management and Early Childhood |
| Pedagogical Manager | Degree in relevant field | Experience and skills in Early Childhood |
| Area Manager | Degree in relevant field | Experience and skills in Early Childhood |
| Cluster Director Level 2 | Degree in relevant field | Experience and skills in Early Childhood |
| Cluster Director Level 1 | Degree in relevant field | Experience and skills in Early Childhood |
| Director | Degree in relevant field | Experience and skills in Early Childhood |
| OSHC Team Leader | Degree in relevant field | Experience and skills in Early Childhood |
| Early Childhood Teacher | Degree in relevant field | Experience and skills in Early Childhood |
| Child Care Aide/Diploma Trained | Degree in relevant field | Experience and skills in Early Childhood |
| Assistant | Degree in relevant field | Experience and skills in Early Childhood |
| Business Admin Supervisor | Degree in relevant field | Experience and skills in Early Childhood |
| Business Support Officers | Degree in relevant field | Experience and skills in Early Childhood |
| Administration Officers | Degree in relevant field | Experience and skills in Early Childhood |
| Cook Level 2 | Degree in relevant field | Experience and skills in Early Childhood |
| Cook Level 1 | Degree in relevant field | Experience and skills in Early Childhood |

Penrith Childcare Services Staffing Structure for Cooperative Managed Services



Penrith Childcare Services Staffing Structure for Department as at 15 August 2025



d. Quality of Services Materials

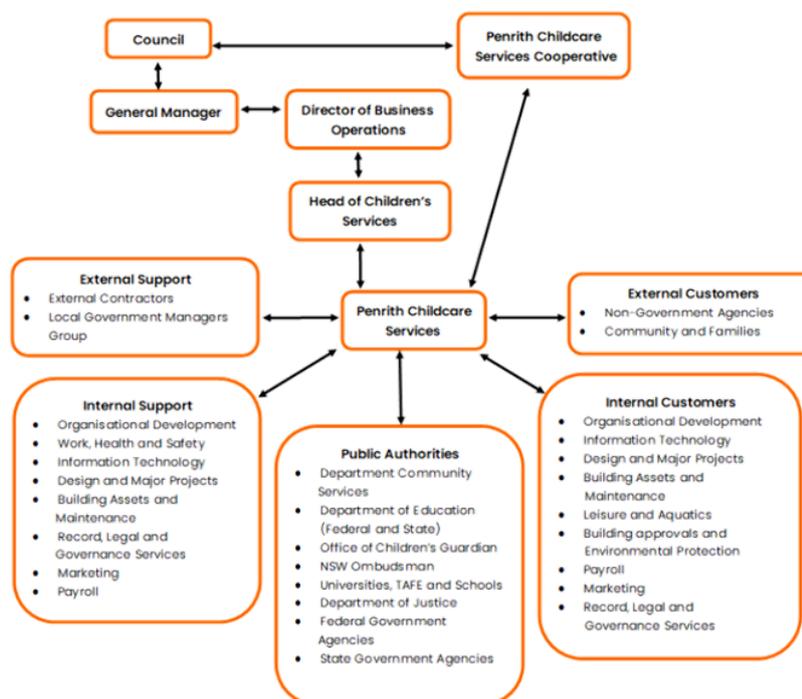
All materials to be used in the service shall be new or recycled materials, fit for purpose, unless specified otherwise.

e. Quality of Service Plant & Equipment

All plant and equipment shall be suitable for the purposes intended and shall be kept in a well maintained, clean, safe and presentable condition and comply with all the acts, laws and regulations. All plant and equipment shall be to the approval of Penrith City Council.

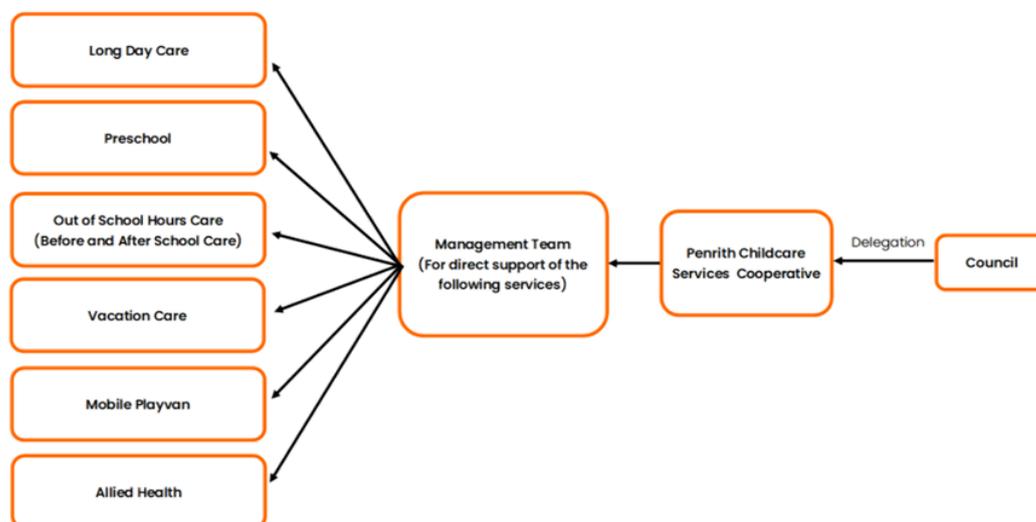
7. Service Relationships

The relationships between Penrith Childcare Services and internal and external customers, authorities, community groups and other Council services is shown on the following chart.



Council has delegated to the Penrith Childcare Services Cooperative LTD the care, control and management of the Children's Service operations under section 377 of the Local Government Act 1993.

Penrith Childcare Services Functions provided by Penrith City Council



8. Constraints on the Service

Constraints on the delivery of this service shall include:

- The service shall be provided from the designated centres except Mobile Playvan and Allied Health.
- The service or project provider shall always comply with all the Council's policies and regulations
- Availability of staff or casual staff to meet legislation on staffing level for centres
- The delegated management body of direct service provision shall comply with the rules of the Cooperative and the management agreement between Council and Penrith Childcare Cooperative
- Services and projects will be provided in compliance with funding agreements between Council and other funding bodies
- Operating within project funding or approved service budget
- The duty of care to be provided to all children and young people using the service
- The requirements of the licence under the NSW State regulations

9. Service Level Agreements between Penrith Council and the Penrith Childcare Services Cooperative

The Council shall make available for the purpose of providing Penrith Childcare Services the following:

- 26 Building Assets to run Long Day Care, OSHC and Pre-school services as well as Mobile Playvan bus
- Internal operational support services and identified staffing costs that include but not limited to ICT, Record Management, Legal, Risk and Governance, Marketing, Payroll and WH&S and Organisational Development
- Relevant technology subscription costs and some hardware costs for the management and maintenance of ICT systems and communications
- The Council shall provide the facilities in a tenable state and in line with Council's Strategic Asset Management plans

9.1 Place of Service

All services to be provided under this specification shall be carried out from the facilities provided by Penrith City Council and in the field as required for specific service output. This does not include sites where the Penrith Childcare Services Cooperative pays a lease or license fee.

9.2 Facilities for Service

Head Office Space - Council's Civic Centre

Currently involves a charge-back process to Council for use of office space. The Penrith Childcare Services Cooperative agrees to transition Head Office costs over the next 5 years (2030) from Penrith City Council to the Penrith Childcare Services Cooperative. This agreement between Penrith City Council and Penrith Childcare Services Cooperative will involve an incremental transition of costs that increase by 20% year on year over the next 5 years, commencing in 2026 based on an annual rate of \$60,000 with an incremental increase of CPI.

Maintaining Assets

The Penrith Childcare Services Cooperative agrees to an incremental rental charge for the 26 buildings of \$3,000 per building in year 1 with a 20% year on year increase over 5 years to \$15,000 per building in 2030.

Computer use and Access and Equipment

Penrith City Council currently funds and supports the maintenance, subscription and management of the ICT requirements in Penrith Childcare Services in terms of equipment, access and technical support.

The Penrith Childcare Services Cooperative will work to reduce the internal cost allocations of ICT equipment, licenses and support over the next 5-year period (2030) through:

1. Understanding the component costs that Penrith City Council pay for and then distribute through an internal charge to Penrith Childcare Services
2. Work with ICT to establish a service level agreement that identifies cost allocations and distributions between Penrith Childcare Services Cooperative and Penrith City Council's ICT department. This service agreement will be implemented by the end of 2026.

9.3 Stationery

All printed stationery as required for the service will be costed and charged to Penrith Childcare Services. This includes but not limited to letterheads, envelopes, pens, pencils, ink, paper and other materials.

9.4 Telephones/Mobile Phones

The Council shall provide the Penrith Childcare Services Cooperative with connection to the local network through the main switchboard.

Mobile Phones, IPADs, Surface Pros will be primarily used across all services and provided by Penrith Childcare Services.

9.5 Maintenance (Reactive)

Penrith City Council has funded scheduled and reactive maintenance to support the service delivery of Penrith Childcare Services, ensuring facilities and assets are safe. The Penrith Childcare Services Cooperative agrees to pay a rental fee of \$3,000 per building in 2026 with an incremental increase of 20% over 5 years to \$15,000 per building. The Penrith Childcare Services Cooperative will continue to receive reactive and scheduled maintenance support to the value of \$78,000 in 2026, \$156,000 in 2027, \$234,000 in 2028, \$312,000 in 2029 and \$390,000 in 2030. Any additional maintenance costs above these amounts will be co-funded by the Penrith Childcare Services Cooperative under a split arrangement:

2026 – Cooperative pays 15% – Penrith City Council pays 85%

2027 – Cooperative pays 30% – Penrith City Council pays 70%

2028 – Cooperative pays 45% – Penrith City Council pays 55%

2029 and onwards – Cooperative pays 50% – Penrith City Council pays 50%

Penrith Childcare Services will also manage minor Internal building works (which may include but limited to hanging frames, door handle repairs, minor wall patching, internal gate repairs).

9.6 Maintenance (Scheduled)

The Penrith Childcare Services Cooperative will fund scheduled maintenance costs from 2026 which will include:

- Scheduled Painting upgrades
- Roof and Gutter Cleaning
- Pest and Termite Inspections
- Air Conditioning services
- Testing and Tagging of Electrical Equipment
- Softfall testing
- Shade Sail cleaning
- Sand and mulch top ups
- Lawn and garden management
- Weed spraying
- School Based OSHC sites

- Test and Tag Inspections
- Tree remediation (internal fence line)

Penrith City Council will continue to fund the following scheduled maintenance items:

- RCD testing
- Essential Fire Services
- Emergency Exit Lighting
- Smoke Detector Testing
- Thermostatic Mixing Valve Testing
- Roof Anchor Inspections
- Grease Traps
- Annual Fire Safety Statements
- Solar Panel Maintenance
- Auto gate Maintenance (Glenmore Park CFC)
- Fire Panel Testing (Glenmore Park CFC and Kindana)
- Annual Tree Inspections and recommendations
- Tree remediation (external fence line)
- Carpark Management (refer to City Assets service level agreement)
- Annual Building Inspections
- Annual Plumbing Inspections
 - Taps
 - Toilets
 - Basins
 - Water Tanks

9.7 Records

Penrith City Council shall provide a central records system (InfoStore) for all past, present and future records and files as necessary for carrying out the Penrith Childcare Services operations.

9.8 Service Charges

Penrith City Council shall continue to set or approve all service charges through its fee and billing process having regard to their commitments under this agreement.

9.9 Income

Penrith City Council on behalf of the Penrith Childcare Services Cooperative will collect and receipt service income.

9.10 Financials

The Penrith Childcare Services Cooperative provides the staff funding costs for the Finance Business Partner and all other financial services as necessary to support Penrith Childcare Services.

9.11 Payroll and other People and Culture services

Council shall provide all payroll, WH&S, Organisational Development services as necessary for providing support to Penrith Childcare Services. The Penrith Childcare Services Cooperative will fund the staffing costs for the HR Business Partner and Penrith Childcare HR support roles.

9.12 Other Service Costs

Penrith City Council has funded several positions and programs over the years to support the service delivery of Penrith Childcare Services and its commitment to the community.

Roles and Programs include:

- Children's Services Funding and Grants Manager
- Head of Children's Services
- Inclusion Development Funding (IDF) subsidy support - \$200,000 each year

These positions have included any vehicles and oncosts.

The Penrith Childcare Services Cooperative agrees to not receive the IDF funding support from Penrith City Council of \$200,000 from 2026.

Penrith City Council agrees to continue to fund the Children Services Funding and Grant Manager and the Head of Children's Services role with a transition of costs to occur after 2030.

10. Service Viability

The Penrith Childcare Services Cooperative will periodically and systematically assess the viability of each childcare service by analysing several key factors that include:

1. Financial data to ensure financial sustainability
 - a. Operational Costs
 - b. Funding Streams
 - c. Revenue Streams
2. Usage Statistics
3. Customer Feedback
4. Market demand and Competitor analyses
5. Staff availability and capacity
6. Regulatory environment
7. Risk Appetite
8. *Community Expectations

*The Penrith Childcare Services Cooperative has a community obligation in the Penrith Local Government Area to provide a broad range of services that support a diverse community. The Penrith Childcare Services Cooperative recognises that an 80-place long day care, pre-schools and a 30 place before and after school care service provides financial viability. The Penrith Childcare Services Cooperative balances its 52 childcare services and Mobile Playvan in the community by providing the right mix of viable sized services and non-viable services to provide a break-even budget.

The Penrith Childcare Services Cooperative will report significant service viability changes to Penrith City Council as and when they occur including changes to the number of services the Cooperative manages.

11. Penrith Childcare Services Funding

The annual budget for 2025/2026 period for the childcare services managed by the Penrith Childcare Services Cooperative LTD is \$41,204,633 and is expected to increase year on year at a minimum rate of the CPI. The amount in the table below includes all operating costs including the service agreement adjustments listed above. This amount in the table below does not include capital or depreciation costs unless otherwise noted.

| Profit and Loss for 5 years | | | | | |
|------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Description | FY26 | FY27 | FY28 | FY29 | FY30 |
| Income | | | | | |
| Co-operative Income | \$ 41,204,633.00 | \$ 42,852,818.32 | \$ 44,566,931.05 | \$ 46,349,608.29 | \$ 48,203,592.63 |
| Council Contribution | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Income | \$ 41,204,633.00 | \$ 42,852,818.32 | \$ 44,566,931.05 | \$ 46,349,608.29 | \$ 48,203,592.63 |
| Expense | | | | | |
| Operational Expense | \$ 40,185,487.00 | \$ 41,738,592.36 | \$ 43,352,192.51 | \$ 45,028,658.36 | \$ 46,770,454.19 |
| Management Agreement | \$ 90,360.00 | \$ 180,720.00 | \$ 271,080.00 | \$ 361,440.00 | \$ 451,800.00 |
| Total Expense | \$ 40,275,847.00 | \$ 41,919,312.36 | \$ 43,623,272.51 | \$ 45,390,098.36 | \$ 47,222,254.19 |
| Contribution to Pool fund | \$ 828,000.00 | \$ 833,000.00 | \$ 843,000.00 | \$ 859,000.00 | \$ 881,000.00 |
| Surplus/Deficit | \$ 100,786.00 | \$ 100,505.96 | \$ 100,658.54 | \$ 100,509.93 | \$ 100,338.44 |

| Assumptions | |
|-------------|--|
| 1 | The Penrith Childcare Services Cooperative agrees to not receive the IDF funding support from Penrith City Council of \$200,000 from 2026. |
| 2 | The Penrith Childcare Services Cooperative agrees to an incremental rental charge for the 26 buildings of \$3,000 per building in year 1 with a 20% year on year increase over 5 years to \$15,000 per building in 2030. |
| 3 | This agreement states that Penrith Childcare Services Cooperative will incrementally transition the costs of \$60,000 for the Head Office Space by 20% year on year over the next 5 years with an incremental increase of 3% CPI. |
| 4 | All maintenance cost will be paid out of pool fund contribution reserves. |
| 5 | Every year 4% CPI increase for Income and Staffing cost. The 3% CPI increase for all other expenses. |
| 6 | The contribution to pool reserves outlined in the graph above will cover the cost of License Fees/Rent, Marketing, Repair and Replacement of White Goods, Recruitment and Retention of Employees, Playground Upgrades, Building Upgrades, Buses replacement, IT upgrade and replacement. |
| 7 | The costs that are not included in the above table and therefore not covered by Penrith Childcare Services Cooperative under this management agreement are support services that include, Legal, Record Keeping, Payroll, Accounts Receivable, Accounts Payable, Risk Management and Insurance costs as well as some Internal management staffing costs. |

Penrith Childcare Services is to be provided within this funding allocation. No additional funds will be provided by Penrith City Council unless authorised by a resolution of Council.

Any amount unspent as at year ended 30 June each year will be returned to Children Services Pooled Funds Reserve that will pay for marketing, licensing, playground and building upgrades, ICT replacement, whitegoods, bus acquisition, resources/equipment, Employee Leave Entitlements and recruitment advertising costs.

12. Performance Measurement and Reporting

The Council and the Cooperative agree that the performance indicators shall be as set out below.

The Head of Children's Services will be responsible for collecting the data and reporting against the key performance indicators on a regular basis to the Director Business Operations and the Penrith Childcare Services Cooperative.

| Key Performance Indicators | Target (* may vary from year to year) |
|---|--|
| % Utilisation of Long Days Care | = >91% |
| % Utilisation of Pre-school | = >94% |
| % Utilisation of OSHC | BSC: = >61% ASC: = >79% |
| % Utilisation of Vacation Care | = >70% |
| % and number of clients satisfied with Penrith Childcare Services | = > 84% |
| % retention rates for Children in Long Day Care | = > 83% |
| Assessment and Rating results for Meets and Exceeds | Above 50% Exceeds Rating |
| Budget | Yearly Break-Even budget |

12.1 Frequency of Reporting

| Service Output Measure | Budget Development Process | Bi-Monthly Reporting |
|---|----------------------------|----------------------------------|
| Budget and Expenditure approval | February | |
| Budget Updates | | Bi-Monthly Board Meetings |
| Annual Financial Statements and Directors Declaration | | Annual General Meeting - October |

| Service Output Measure | Bi-Monthly Board Reporting | Internal/ External Reporting | Annual Written Report |
|---------------------------------------|----------------------------|---|---|
| Customer Survey Results | November Board Meetings | | To PCCSC and Council and funding bodies |
| Utilisation Data and Trends Analysis | Bi-Monthly Board Meetings | | From PCCSC to Council |
| Assessment & Rating Status at Centres | B-Monthly Board Meetings | | From PCCSC to Council |
| Licensing Status at Centres | | Reporting to licensing body when licenses change or need updating | |
| Levels of Reportable Incidents | Bi-Monthly Board Meetings | Centres report to Management | |

PENRITH CITY COUNCIL

PENRITH CHILDCARE SERVICES
COOPERATIVE MANAGED SERVICES

| | | | |
|------------------------|---------------------------|---|-----------------------|
| Accountability Reports | | Centres provide monthly reports to Management | |
| CCS Report | | To Centrelink | |
| Strategic Plan | Bi-Monthly Board Meetings | | From PCCSC to Council |

- PCCSC – Penrith City Council Children’s Services Cooperative
- CCS – Childcare Services

12.2 Format of Reports

The format of Board Reports shall be agreed with the Chairperson of the Board, Director Business Operations and Head of Children’s Services (as per the Management Agreement and Board Charter). The Board Report should include but is not limited to the following:

Operations Reports Including:

- Strategic Plan outcomes
- Governance, Legislative and Regulatory Matters
- Utilisation Reports
- Significant Funding considerations
- Significant Staffing Matters
- Levels of Service Provision
- Risk and Incident Reporting
- Business Case analysis – New Projects/Opportunities
- Staff Statistics and staff matters

Financial reporting including:

- Profit and Loss Statements
- Audited Annual Financial Statements and Directors Declaration

13. Management Agreement Review Period

The Penrith Childcare Services Management Agreement has a review period every 5 years or when a significant change occurs that impacts the details or structure of the Management Agreement between Penrith City Council and the Penrith Childcare Services Cooperative.

14. Termination of this Agreement

Either party may terminate this agreement through the following process:

- Notice to one party by the other
- Meeting between the Chairperson, Deputy Chairperson, General Manager and Mayor within 7 days
- Attempt to reach a further agreement
- If no further agreement can be reached within 90 days, a notice to engage a professional mediator as agreed or if not agreed appointed by the Council's General Manager or Mayor
- If no agreement can be reached, then the agreement is terminated.

15. No Litigation

The parties agree that no litigation can arise over this agreement and that all disputes shall be resolved by discussion or mediation. The Council's final determination shall be final however the Council acknowledges and uses the guidance of this document in its position.

16. Schedules

16.1 Penrith Childcare Services Cooperative Board Charter

16.2 Service Summary Chart

- Long Day Care
- Out of School Hours Care
- Pre-school
- Internal Coordination

16.1 Penrith Childcare Services Cooperative Board Charter

**Penrith City Council Childcare
Services
Board Charter**

1.0

Status: FINAL

Release Date: December 2019

Review Date: December 2021

Related Documents

| Document | Name |
|----------|------|
| | |
| | |
| | |

Document history

| Version/s | Reviewer/s | Version Date | Comments |
|-----------|------------|--------------|----------|
| 1 | | 31.07.2025 | |



1. Defining Governance Roles

1.1 Governance Philosophy and Approach

The Board will govern Penrith Childcare Services with an emphasis on:

1. A future focus rather than a preoccupation with the present or past.
2. Strategic issues rather than administrative detail.
3. Pro-activity rather than reactivity.
4. Encouraging a diversity of opinions and views.
5. The development and expression of a collective responsibility for all aspects of the Board's performance.
6. Continuing improvement in Board and individual Board member effectiveness; and
7. The interests of Penrith Childcare Services as a whole.

If something is not understood, Directors are duty bound to question it until it is understood.

1.2 Role of the Board

On behalf of the stakeholders, especially the families and the broader community, the Board is responsible for the stewardship and future well-being of Penrith Childcare Services.

The Board's job on behalf of its stakeholders is to ensure Penrith Childcare Services achieves its mission and strategic goals and objectives and, in doing so, meets all the legal and moral responsibilities and requirements accompanying 'best practice' corporate governance.

The Board bears ultimate responsibility for Penrith Childcare Services achieving the purposes for which it exists. In providing leadership and strategic governance, the Board must:

1. Establish the organisation's mission, values, goals and objectives.
2. Identify and monitor the management of corporate risks.
3. Establish, monitor and review the strategic direction for Penrith Childcare Services including review and approval of the strategic plans, annual budgets, financial objectives, significant capital allocations and expenditures and major initiatives.
4. Monitor Penrith Childcare Services performance against policies and other criteria that have been set by Council and the Board.
5. Manage Council's resources efficiently to realise Penrith Childcare Services' mission, values, goals and objectives and that these are managed effectively through reliable financial systems.
6. Ensure that there are processes in place to identify, manage and monitor risks.

Penrith Childcare Services Board Charter

Page 3 of 45

7. Ensure Penrith Childcare Services is compliant with applicable laws legislation and regulations, including ensuring its ability to meet its debts and compliance obligations.
8. Ensure there are mechanisms for consultation with key stakeholders and families, and continuing accountability to them; and
9. Report and be accountable to Penrith City Council in the utilisation of Council's assets in provision of the service.

Board members should be future oriented, demonstrating vision and foresight. They are expected to think conceptually, taking a 'helicopter' or 'big picture' perspective. They should be able to synthesise and simplify complex information and ideas. Their focus should be on strategic goals and policy implications rather than operational detail. They need to understand and focus on issues that are central to the success of Penrith Childcare Services.

1.3 Role of Individual Directors

When serving as Board members, the Board members' first duty and loyalty must be to Penrith Childcare Services rather than any constituency or nominating or appointing body.

Board members will be appointed to the Board in accordance with Penrith City Council's rules of the Cooperative.

1.4 Role of the Chair

1.4.1 Chairperson or Co-Chairpersons

1. Leadership Structure

The organisation may be led by either:

- a. One Chairperson, or
- b. Two Co-Chairpersons, serving jointly.

The choice between these structures shall be determined by the Board prior to each election cycle or appointment period.

2. Appointment and Team

- a. The Chairperson or Co-Chairpersons shall be elected by the membership (or appointed by the Board) for a term of 5 years, with eligibility for re-election or reappointment.

3. Responsibilities

- a. The Chairperson or Co-Chairpersons shall preside over meetings, represent the organisation, and provide strategic leadership.
- b. If Co-Chairpersons are appointed, they shall share responsibilities equally and collaborate on all leadership duties.

4. Decision Making
 - a. In the case of Co-Chairpersons, decisions shall be made jointly. If consensus cannot be reached, the matter shall be referred to the Board for resolution.
5. Succession and Vacancy
 - a. If a Chairperson or one of the Co-Chairpersons is unable to fulfill their duties, the Board shall appoint an interim leader or restructure the leadership as appropriate.

1.4.2 The Chair

1. Preside over general meetings of Members and Board meetings and ensure the effective conduct of these meetings.
2. Provides the Leadership Group of Children's Services (includes Director Business Operations and the Head of Children's Services) with regular opportunities to discuss ideas, check directions and act as a supportive sounding board for the Leadership Group.
3. Ensure that decisions taken by the Board consider:
 - a. Any resolutions of the Members from General Meetings
 - b. Advice from the Penrith Childcare Services Management team
 - c. Management of risk to Stakeholders
4. Ensures consultation with key stakeholders, and accountability to them is met.

The Board of Directors are responsible for annually electing the Chair, as provided for in the Rules of the Cooperative.

2. Board Composition

Within the constraints created by the Board ballot process and considering the needs of the Council, the Board is committed to ensuring an appropriate balance of independent and non-independent directors on the Board. To this end, wherever possible, the Board will ensure that:

1. The Board considers director independence when making Board appointments and the Board composition will be compliant with the constitution or any applicable rules.
2. The Chair of the Board must be an independent director.

A formal process is to be used for determining the independent status of a Director based on consideration of whether the Director or potential Director:

1. Is a Director, officer, employee or volunteer of, or otherwise associated directly with, Penrith Childcare Services.
2. Is employed, or has previously been employed in an executive capacity by Penrith City Council, and there has not been a period of at least three (3) years between ceasing such employment and serving on the Board.

3. Has within the past three (3) years been a material professional adviser or a material consultant to Penrith Childcare Services, or an employee materially associated with the service provided.
4. Is a material supplier of Penrith City Council, or an officer of or otherwise associated directly or indirectly with a material supplier or customer; or
5. Has a material contractual relationship with Penrith City Council or Member other than as a Director.
6. The above process sets out key elements for consideration in relation to assessing independence, however Penrith City Council in consultation with the Board (with assistance from the Governance department of Council) has final determination on independence related issues about the factors outlined above.

2.1 Board Conduct

Directors must perform their roles and responsibilities with honesty, integrity, diligence and respect. Recognising the different nature of their duties they must:

3. Act in good faith (in the interests of Penrith Childcare Services).
4. Exercise their powers for a proper purpose.
5. Not fetter their own future discretion.
6. Avoid conflicts of interests or duties.
7. Act honestly.
8. Act with reasonable care, skill and diligence.
9. Not making improper use of either their position on the Board or information gained from that role.
10. Not take unauthorised remuneration or other benefits; and
11. Not exceed or abuse their powers.

2.2 Role of the Leadership Group

Through the Council's delegation and support of the Board – the Penrith Childcare Services Leadership Group (consisting of the Director Business Operations and the Head of Children's Services) is responsible for the day-to-day management of the business and operations of Penrith Childcare Services.

1. The Council, with the support of the Board, has delegated authority to the Director Business Operations and the Head of Children's Services for the business and affairs of Penrith Childcare Services. That delegation is subject to and limited by the terms of this Charter, including matters reserved for decision by the Board in accordance with the Council's Delegations Policy and any specific limitations on authority imposed by the Board from time to time.

2. The responsibilities of the Director Business Operations and Head of Children's Services and other Leadership Management Personnel should be stated in an agreed job description.
3. The Director Business Operations and Head of Children's Services is responsible for making recommendations and reporting to the Board regarding the development of strategies for and the management and performance of the business and operations of Penrith Childcare Services.
4. The Director Business Operations and Head of Children's Services is responsible for managing Penrith Childcare Services in accordance with the strategy, business plans and policies approved by the Board.
5. The Board must act within the limits of its delegation from Council as set from time to time.

3. Key Board Functions

3.1 The Board and Strategy

The Board will:

1. Provide input that assists in identifying and understanding emerging trends and issues likely to affect the wellbeing of Penrith Childcare Services, stakeholders and families.
2. Review Penrith Childcare Services' situation and agree to the broad framework within which the strategic operational outcomes and business plans will be prepared each year.
3. Establish, monitor and review the strategic direction for Penrith Childcare Services when it is due.
4. Review and approve Penrith Childcares financial objectives, plans and actions, including significant capital allocations and expenditures.

3.2 The Board and the Leadership Group

The Board will:

1. Maintain an up-to-date framework for defining the Board's expectations.
2. Provide regular, honest and rigorous feedback to the Leadership Group.
3. Ensure there are positive conditions for the motivation of the Leadership Group and ensure that there are adequate training systems and support mechanisms to support their roles.

3.3 Board Chair and Leadership Group Relationship

The Board Chair shall provide the leadership group with regular opportunities to discuss ideas, check directions and act as a supportive sounding Board for the Leadership group.

A professional working relationship between the Board Chair and leadership group is essential. It is incumbent on both the Board Chair and Leadership Group to raise with each other in a professional and constructive manner any concerns they have about their relationship.

Where the Leadership Group feels they are unable to do so, they should refer the matter to the General Manager of the Penrith City Council.

3.4 Delegations

The Council delegates to the Board and the Leadership Group responsibility for implementation of its strategic direction/strategic plan while complying with the Council's delegation policies.

1. The Board may delegate their powers, as they consider appropriate. Ultimate responsibility for strategy and control and oversight of sound and prudent management of Penrith Childcare Services rests with the Children's Services Cooperative Board of Directors.
2. The Board is responsible for the development of strategic objectives for the business with the leadership group and the achievement of the planned results for Penrith Childcare Services.
3. Management of the Penrith Childcare Services day-to-day operations is delegated to the Leadership Group, subject to those matters specifically reserved to the Board pursuant to clause 1.2 of this Charter and specified delegations of authority approved by the Board.
4. Any matters or transactions outside the delegations of authority from the Penrith City Council must be referred to Penrith City Council in consultation with the Children's Services Cooperative Board for approval.
5. The Leadership Group must supply the Board with information in a form, timeframe and quality that will enable the Board to discharge its duties effectively. Directors are entitled to request additional information at any time when they consider it appropriate.
6. Acknowledging a Board member's right to have access to information necessary to meet his/her duty of care to the organisation, the leadership group may defer instructions or requests from individual Board members, in his/her opinion, such requests or instructions are:
 - a. Inconsistent with the Board's Charter.
 - b. Are deemed to make unjustifiable intrusions into the leadership groups or other staff member's time; or
 - c. Are an unjustifiable cost to the organisation.

The Leadership Group must notify the Chair immediately and take the request to the next Board meeting.

3.5 Leadership Group Performance Assessment

The Leadership Group performance will be continuously, systematically and rigorously assessed by the Board against the achievement of the Board-determined strategic outcomes and compliance with Council's Delegation Policies. The Board will provide regular performance feedback to the Leadership Group particularly relating to annual strategic objectives and financial KPI's.

3.6 Monitoring, Risk Management and Compliance

The Board will monitor the performance of the business. If something is not understood they are duty bound to question it until it is understood. The Board also reviews, challenges and provides oversight of Penrith Childcare Services' risk management framework and internal compliance and control systems. The Board reviews Management's implementation of those frameworks and systems in accordance with regulatory requirements. This includes approving the Board's risk appetite statement and risk management strategy and reviewing, and where necessary approving, particular risks or risk management practices.

3.7 Policy Framework

The Board is committed to governing through policies, enabling it to speak with one voice on critical issues and core values. The Board will carry out its governance responsibilities by:

1. Ensuring the Operational Strategic Plan is up to date and relevant; These strategic outcomes should include the organisation's Purpose or Mission statement, a Statement of Core Values, a set of Key performance indicators defining the outcomes achieved,
2. Board Processes policies; describing the way the Board carries out its governing role.

The Board is committed to the adoption of ethical conduct in all areas of its responsibilities and authority and act in accordance with the Board's Rules of the Cooperative and the Parent Handbook as amended from time to time.

3.8 Stakeholder Relations

The Board is committed to an open, effective and transparent policy in respect of its relationship with Penrith Childcare's Stakeholders and Families.

The Board will:

1. Serve the legitimate collective interests of the present stakeholders of Penrith Childcare Services and account to them fully.
2. Remain up to date in terms of stakeholders' concerns, needs and aspirations.
3. Ensure the timely release of information to provide relevant stakeholders with an overview of the Company's performance and operations.

4. Identify Penrith Childcare's other internal and external stakeholders, determining how they should relate to them and report to them on the performance of the organisation.

The Board places a high emphasis on high quality ethical relationships with its families and key stakeholders.

4. Improving Board Processes

4.1 Board Meetings

The Chair leads the Board in its performance of its roles and responsibilities, guides the directors and the leadership group, and represents the Board to stakeholders.

The Head of Children's Services will establish the agenda for each Board meeting and will work with the Chair to prepare for meetings of the Board.

The Board will ensure that reports and proposals for the Board are timely and contain the information and content required for the Board to perform its duties.

Board members are expected to attend all Board Meetings. Members must notify the Board Chair and Business Support Officer of Children's Services prior to the meeting if they are unable to attend a meeting.

Board members must seek the Board's approval for a leave of absence. Board Members must understand that failure to attend all meetings of the Board for a period of six (6) months without the prior consent of the Board automatically creates a vacancy on the Board under the Rules of the Cooperative.

Minutes of Board meetings must be approved within one month of meetings and be kept at Penrith City Council's principal place of business.

4.2 Board Meeting Agenda

1. Agendas are to be prepared by the Head of Children's Services.
2. Agendas for Board meetings are to be agreed with the Board Chair one week prior to the Board meeting.
3. Draft Board minutes are to be distributed to the Board two (2) weeks after the Board meeting,
4. Inclusion of additional items outside of these timeframes may only occur with the permission of the Board Chair and as a matter of urgency.

4.3 Board Papers

All Board papers are to be distributed no later than one week prior to the Board meeting.

4.4 Board Calendar

To meet standards of good governance, the Board will follow a one-year agenda that:

1. regularly reviews strategic achievements and relevant strategic issues
2. provides assurance that all relevant compliance requirements are addressed, and
3. improves Board performance through education and continuous focus on its governance effectiveness.

The Board will develop an annual agenda setting out a framework for its work. Examples of recurring and once-off agenda items include:

1. Scheduled review of the Board's stated results as indicated in the Board's strategic planning documents.
2. Scheduled time for strategic planning discussions.
3. Scheduled assessment of organisational risk.
4. Consultations with key stakeholders as appropriate.
5. Governance education as appropriate e.g. sessions that facilitate a better understanding of the childcare business.
6. Other policy compliance monitoring both in respect of the Council's delegation and other Board policies, e.g. regular financial and non-financial reporting.
7. Board Effectiveness review.
8. Preparation for or review of AGM matters.
9. Specific Board discussion relating to projects currently underway, e.g. buildings, playground, compliance and legislative changes etc.
10. All other matters that the Board can plan for.

5. Board Effectiveness

5.1 Conflicts of Interest

The Board places great importance on making clear existing or potential conflicts of interest for Board members. Conflicts of interest may occur:

1. When a Board member, or his/her immediate family or business interests, stands to gain financially from any business dealings, programs or services provided to Penrith Childcare Services even where those dealings are of benefit to Penrith Council.
2. When a Board member offers a professional service to Penrith Council for remuneration.

3. When a Board member stands to gain personally or professionally from any insider knowledge if that knowledge is used for personal or professional advantage.
4. Where a competing duty is also owed to a third person or organisation.

Any business or personal matter which could lead directly or indirectly to a conflict of interest of a material nature involving a Board member and his/her role and relationship with Penrith Childcare Services, must be promptly and fully disclosed and declared at a Board meeting.

All declarations shall be presented to the Board and minuted at the first Board meeting. Requirements around conflicts of interest are as follows:

1. All conflicts of interest must be declared by the Board member concerned at the earliest time after the conflict is identified.
2. The Board shall determine whether the conflict is of a material nature and shall advise the individual accordingly.
3. Where a conflict of interest is identified and/or registered, and the Board has declared that it is of material benefit to the individual or material significance to the organisation, the Board member concerned shall not vote on any resolution relating to that conflict or issue.
4. The Board member shall remain in the Board room during any related discussion only with Board approval.
5. The Board will determine what records and other documentation relating to the matter will be available to the Board member.
6. All such occurrences will be minuted.
7. Individual Board members, aware of a real or potential conflict of interest of another Board member, have a responsibility to bring this to the notice of the Board.

5.2 Board Evaluation

The Board will assess its own effectiveness in fulfilling this charter and other Board responsibilities, including the effectiveness of individual Board members. To achieve this, an independent external review is recommended.

Director Remuneration

Penrith Childcare Services Director roles does not have any compensation attached to them. All reasonable expenses incurred in the carrying out of the role are covered by Penrith City Council.

5.3 Director Selection

The Board will:

1. Ensure that there is an effective process for appointments to the Board to provide a mix of proficient Board members, each of whom can add value and to bring independent judgement to bear on the decision-making process. The process must include external advertising for Board appointments and appointed Directors would normally be expected to serve at least two years.
2. Assist Penrith Childcare Services to make good appointments to the Board by ensuring that constituent bodies are fully conversant with the role, responsibilities, work program and performance of the Board and its members.
3. Provide a thorough orientation process for new Board members.

5.4 Board Succession Planning

The Board recognises that the skills, knowledge and experience required to effectively steer an organisation will change over time and in response to changes to Penrith Childcare Services' internal and external environment. Proactive planning allows the Board to match Penrith Childcare Services' current and future needs with the best qualified directors available. The aim of succession planning is to have the right person able to fill the vacancy at the right time. To this end the Board:

1. Has entrusted the Leadership Group of the Council to oversee all matters concerning the Board's skills requirements, succession planning, Director recruitment and Board appointments.
2. Conducts a skills audit of the current Board and reviews the Board's skills matrix against the needs of the organisation when a Board Director steps down.
3. Maintains a Board renewal and recruitment plan (for the next 12 to 24 months) which includes monitoring each Director's current length of tenure and how much longer they plan to service.
4. Ensure regular rotation of the Chair and Deputy Chair every 5 years if the Chair and Deputy Chair are consistently elected at the annual AGM. Community Representatives will service for no more than a 5-year period and after such time will stand down. New Representatives will be elected during the Annual General Meeting in October every 5 years. Councillor representatives are nominated through the Council election cycle.
5. Maintains a documented Board recruitment process.

5.5 Director Induction

The Leadership Group and Chair of the Board will provide all new Directors a thorough induction into the affairs of both the Board and Penrith Childcare Services at large.

1. All prospective Directors will be provided with all relevant information.
2. Prior to attendance at their first Board meeting, new Directors will receive a Board Orientation induction that will include the following:
 - a. Receive the Penrith Childcare Services Cooperative Handbook which includes Governance policies, Rules of the Cooperative and other relevant legal governance documentation, current and recent meeting papers, an organisational chart, contact details for other Directors and key staff, a glossary of key terms, definitions and acronyms, the current year's meeting schedule, the annual agenda, details of all insurances held, last audited accounts and annual report and current financial statements, and minutes of the previous three (3) Board meetings.
 - b. Meet with the Chair and Leadership Group for governance and operational familiarisation. This meeting may be held as a group session or with individuals.

5.6 Director Development

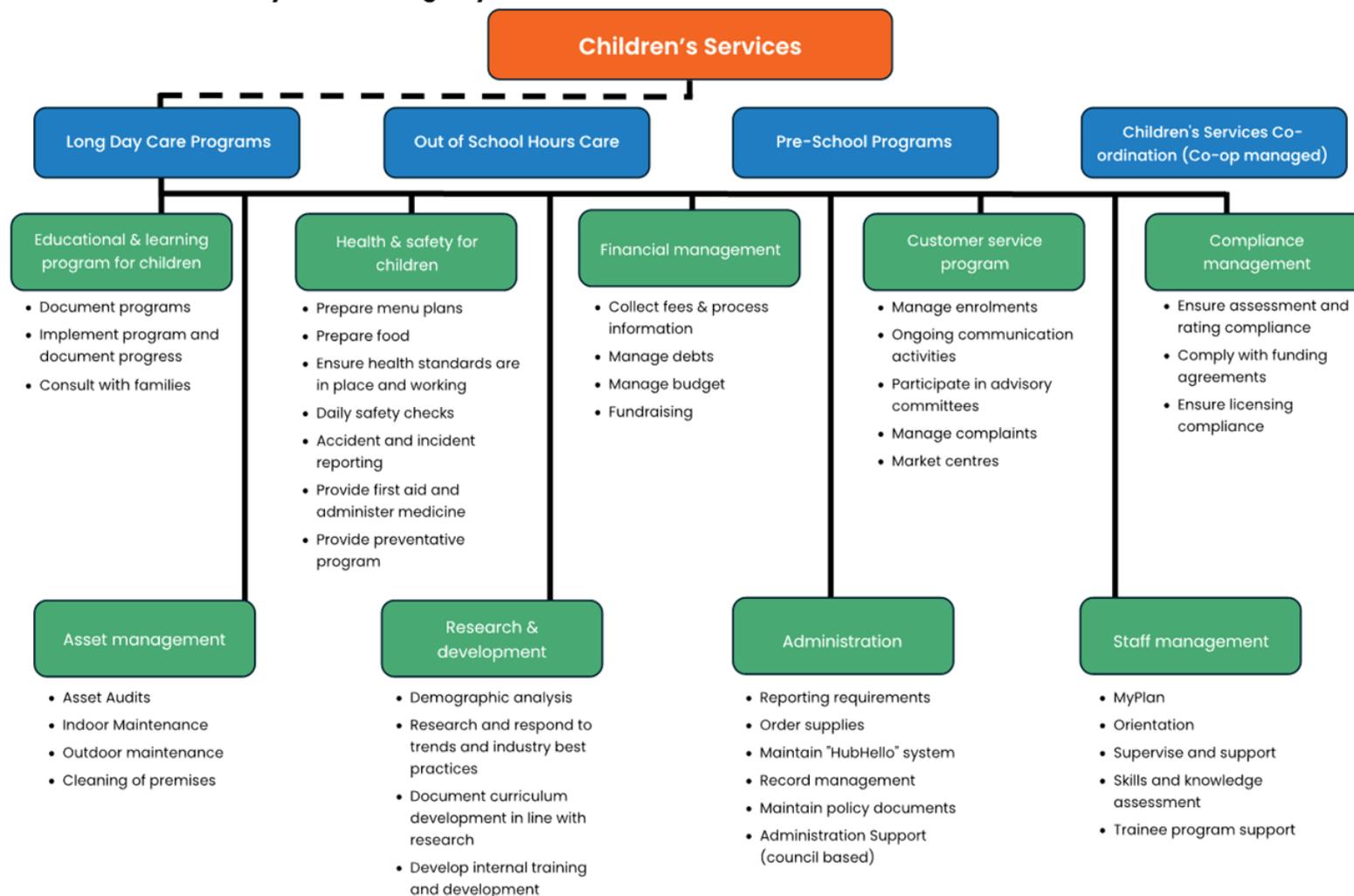
The Board's value-adding role requires that all Directors must have access to professional development relevant to their duties as a Director. The Board will make every reasonable effort to facilitate training for all Directors and for the Board to maximise the value-adding contribution to the organisation.

1. The Board has agreed to commit resources to facilitate training and professional development for Board members when appropriate.

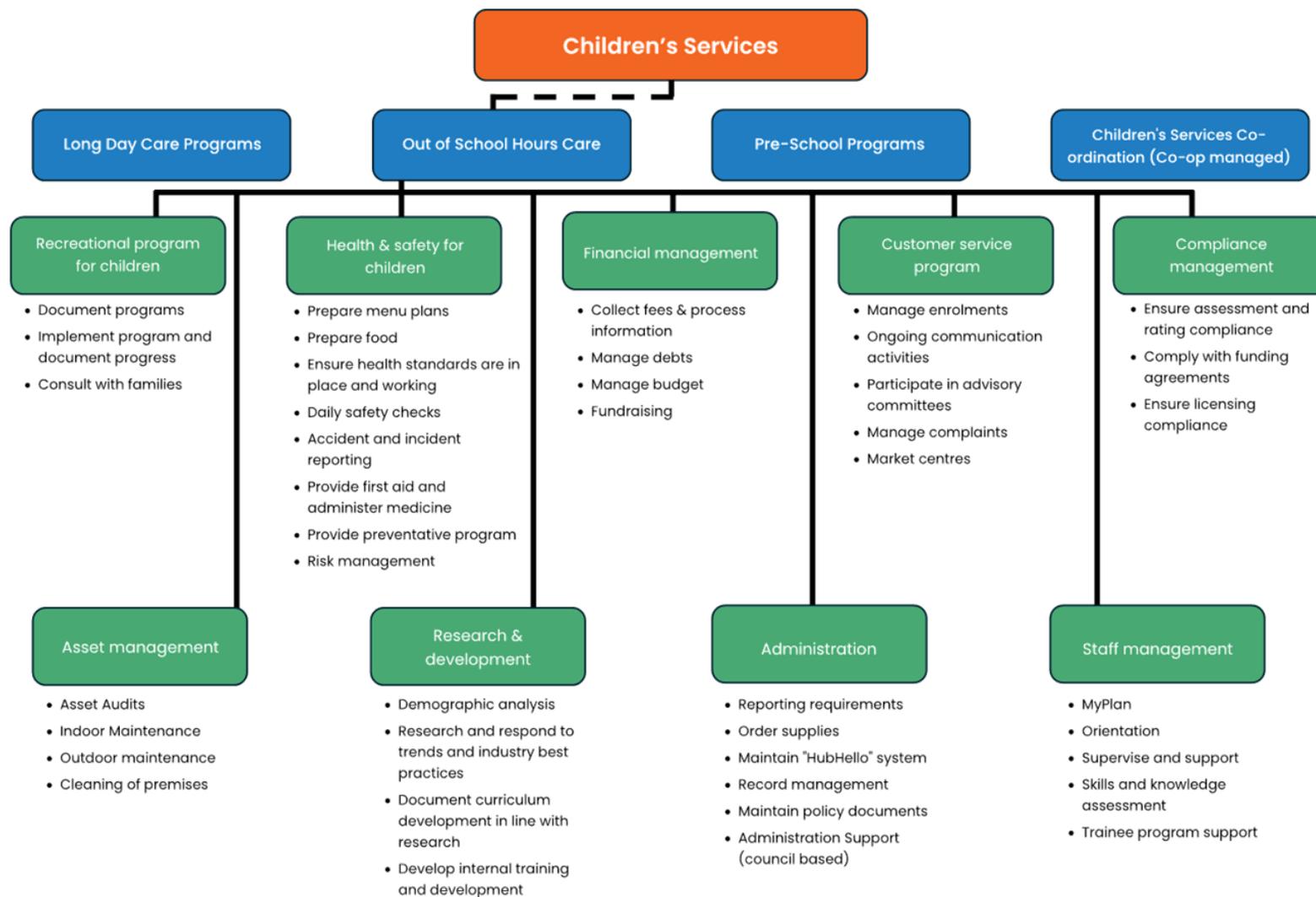
6. Review and Amendments to Charter

The Board Charter and Committee Terms of Reference will be reviewed every two (2) to three (3) years or as required.

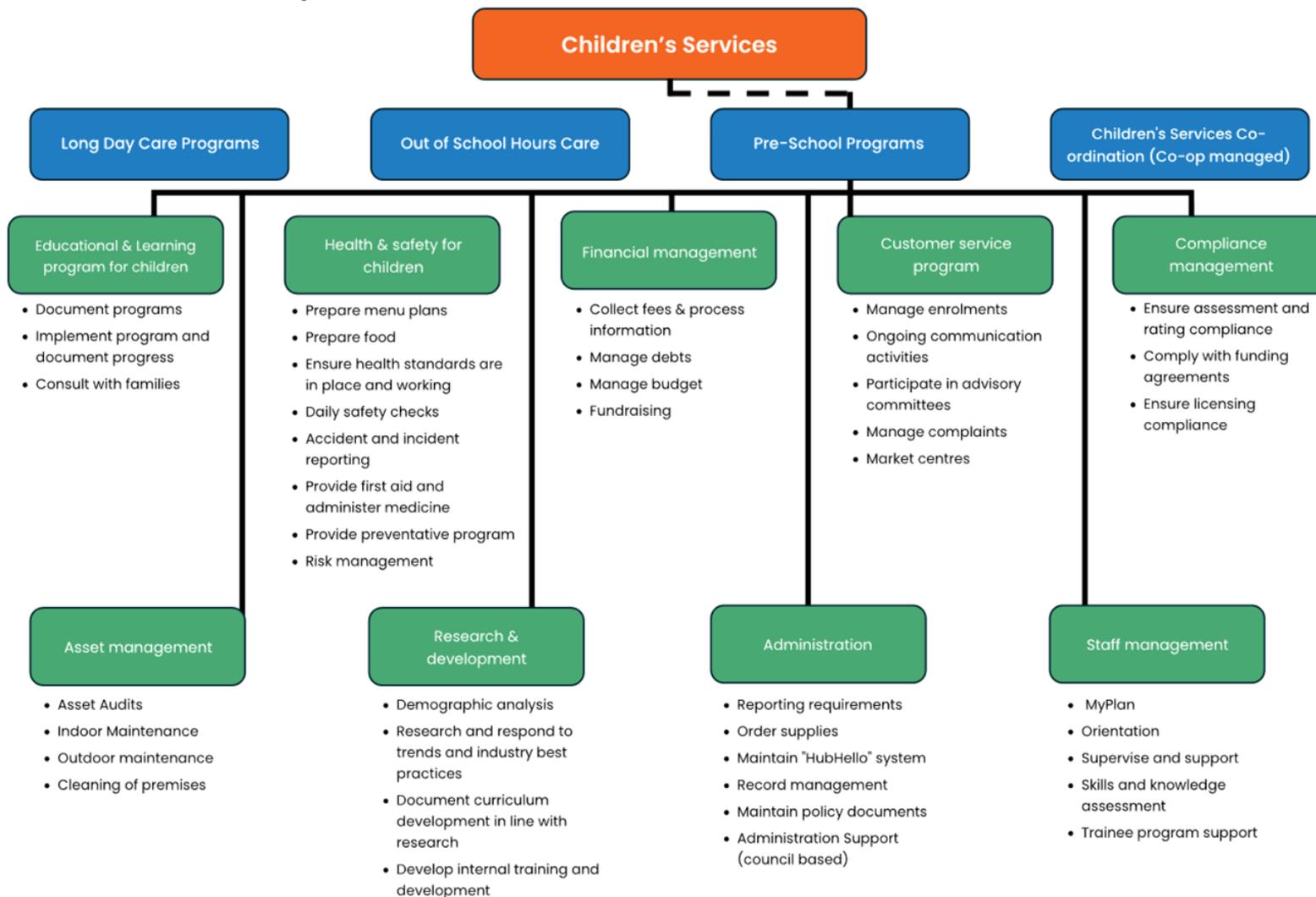
1.5 Service Summary Chart - Long Day Care



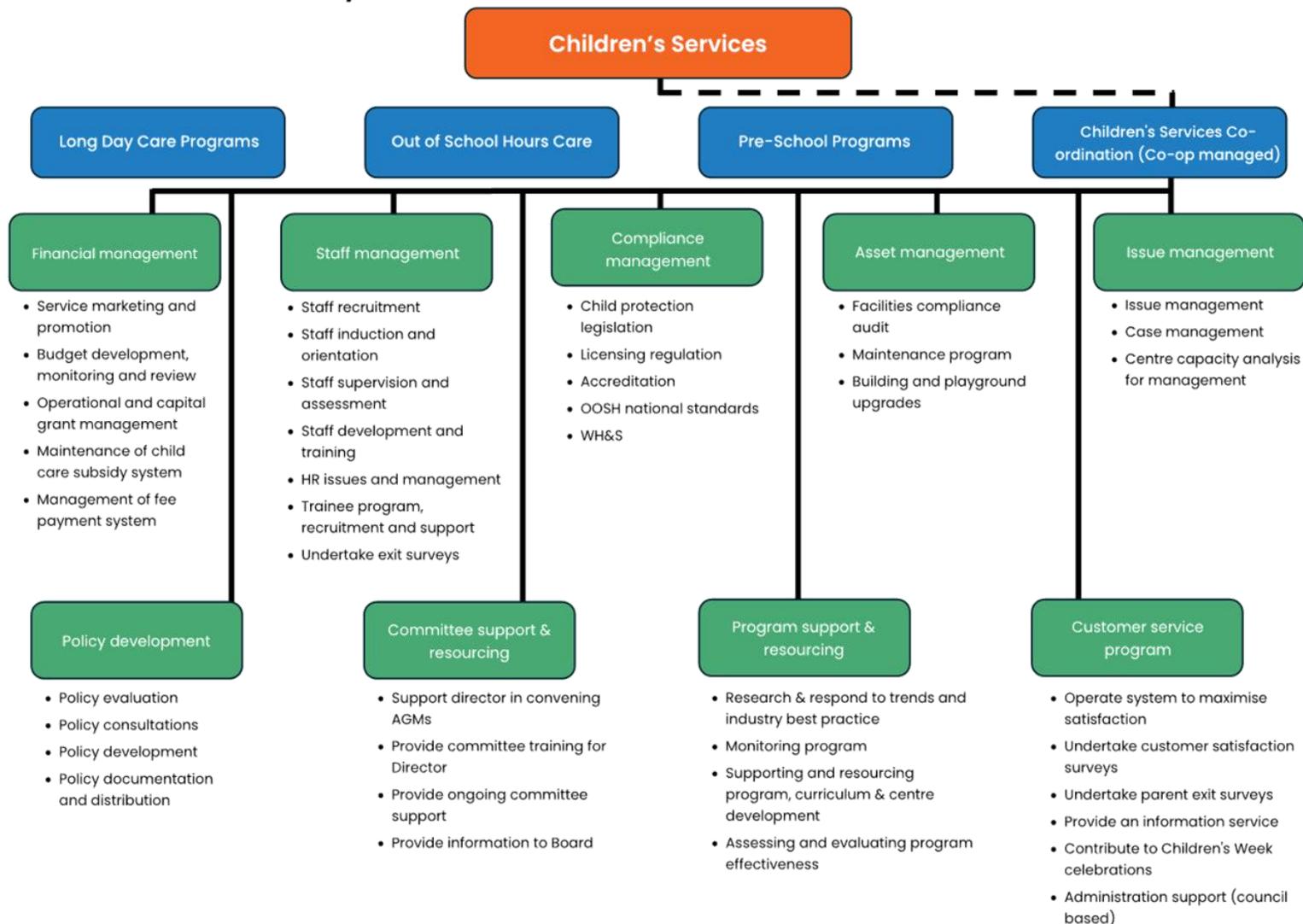
1.6 Service Summary Chart – Out of School Hours Care



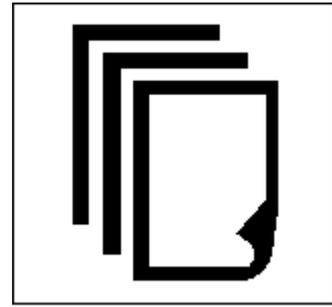
16.3 Service Summary Chart – Pre-school



16.2 Service Summary Chart – Internal Coordination



ATTACHMENTS



Date of Meeting: Monday 23 February 2026

Report Title: Organisational Performance and Financial Review - December 2025

Attachments: Grant Funding Accepted - December Quarter

GRANT FUNDING APPLICATIONS ACCEPTED

as at December 2025

| Description | Funding Authority | Capital or Operational | Total Grant Funding (\$) | Council Contribution (\$) | Total Project (\$) |
|--|---|------------------------|--------------------------|---------------------------|--------------------|
| CITY ACTIVATION COMMUNITY & PLACE | | | | | |
| 2026 NSW Seniors Festival Grants Program | NSW Department of Communities and Justice | Op | 5,000 | 13,000 | 18,000 |
| The 2026 NSW Seniors Festival Grant funding will enable us to deliver a large Senior Penrith Services Expo as part of our usual comedy gala and morning tea offering during Seniors Festival. The Expo will provide useful information and connect senior residents with each other and services in their local area that can support them with longer-term health and wellbeing outcomes. | | | | | |
| Australia Day 2026 Community Events Grant Program | National Australia Day Council (NADC) Limited | Op | 15,000 | 25,000 | 40,000 |
| Australia Day at Ripples (St Marys and Penrith) is an inclusive, accessible event which allows free access to Council's aquatic centres, with a free family friendly program for the community, including yard games, lifestyle activities, workshops, First Nations activities and light entertainment. This funding allows for programming inclusions across both sites. | | | | | |
| TOTAL CITY ACTIVATION COMMUNITY & PLACE | | | 20,000 | 38,000 | 58,000 |
| TOTAL GRANTS | | | 20,000 | 38,000 | 58,000 |

ATTACHMENTS



Date of Meeting: Monday 23 February 2026

Report Title: Minutes of the Audit Risk & Improvement Committee (10 December 2025)

Attachments: Reviewed Unconfirmed Minutes of the Audit Risk and Improvement Committee Meeting - 10 December 2025

**UNCONFIRMED MINUTES
OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING
OF PENRITH CITY COUNCIL HELD IN THE PASSADENA ROOM, PENRITH
ON WEDNESDAY 10 DECEMBER 2025 AT 8:30 AM**

PRESENT

Darren Greentree (Chair), Sheridan Dudley and Carl Millington.

Councillor Member

Deputy Mayor Councillor Ross Fowler OAM

Council Officers

Andrew Moore (General Manager), Adam Wilkinson (Director - Asset Services), Matthew Bullivant (Director Corporate Services), Neil Farquharson (Chief Financial Officer), Ben Collins (Strategic Finance Manager), Cheryl Freeburn (Operational Finance Manager - Teams), Michael Hughes (Head of Business Excellence), Christine Woodbury (Acting Head of People and Culture), Peta Basso (Work Health and Safety Manager), Andrew Avery (Head of Legal Services), Anthony Robinson (Corporate Assurance Lead), Anubhav Raizada (Senior Internal Auditor) and Vinay Apte (Risk and Audit Officer).

External Service Provider Representatives

Reiky Jiang (Director Financial Audit, Audit Office of NSW).

INTRODUCTION

The Chair acknowledged the Indigenous land that Council stands upon, that others online were standing upon, and paid respect to all elders, past present and emerging.

The Chair welcomed Committee members and attendees to the meeting.

APOLOGIES

There were no apologies.

CONFIRMATION OF MINUTES - Audit, Risk and Improvement Committee Meeting - 3 September 2025

ARIC 32 resolved that the minutes of the Audit, Risk and Improvement Committee (ARIC) Meeting of 3 September 2025 be confirmed subject to the resolution of the ARIC relating to the confirmation of the Financial Statements in October 2025 being added as an addendum to the minutes.

DECLARATIONS OF INTEREST

Sheridan Dudley declared for the purpose of this meeting that she is an independent member of the Audit, Risk and Improvement Committee at the Bradfield Development Authority and Advanced Manufacturing Readiness Facility.

Also, for the purpose of this meeting, Darren Greentree declared that he is the Chair and Non-Executive Director of the University of Technology Sydney College, Vice-President and Chief Financial Officer of the Western Sydney University (till 31 December 2025), Non-Executive Director & Chair of the Finance, Audit and Risk Committee of Unimutual Limited and Non-Executive Director & Chair of the Finance, Audit and Risk Committee of Western Sydney University Early Learning Limited.

This is Page No 1 of the Unconfirmed Minutes of the Audit, Risk and Improvement Committee Meeting of Penrith City Council held in the Pasadena Room on Wednesday 10 December 2025

**Audit, Risk and Improvement Committee Meeting Wednesday 10 December
2025**

General Manager's Update

The General Manager provided an update on the following: -

- 1) The General Manager advised that the 2025/26 budget is currently forecast to be in deficit; however, efforts are underway to achieve a balanced position as far as practicable.
- 2) The General Manager reported significant progress related to the Western Sydney Airport, with the first cargo flight expected in mid-2026 and passenger services commencing later that year. Council is actively engaging with state and federal governments to secure funding for key infrastructure projects, including the Castlereagh connection and metro corridor. These initiatives aim to support Penrith's growth and address flood evacuation constraints.
- 3) The General Manager reported that Tier 1 projects, including ERP, Factory Road, and Nepean Avenue, are progressing well. An extraordinary Council meeting was convened to approve the design for public works at St Marys City Park.
- 4) The General Manager highlighted initiatives to strengthen staff engagement following recommendations from the recent Employee Engagement Survey. As part of this effort, staff forums were conducted for the first time in 25 years, with approximately 700 employees attending. These sessions provided updates on Council priorities, major achievements, and future plans, and included an interactive Q&A with Directors.

The ARIC requested the General Manager to identify the major gaps in delivering infrastructure for the Western Sydney Airport.

The General Manager advised that the most significant risks relate to the timely delivery of responsibilities by external agencies, including Sydney Water, Transport for NSW, and electricity providers. He further noted funding shortfalls as a key challenge, where available funds are insufficient to meet project requirements, resulting in scaled-down deliverables.

The ARIC further questioned the General Manager about the level of risk posed by Sydney Water in delivering infrastructure, particularly for new development.

The General Manager advised that development near Orchard Hills and Glenmore Park is experiencing delays and expressed concern that Sydney Water may lack the capacity to support the scale of development outlined in the St Marys Master Plan.

The ARIC also checked if a decision had been made regarding applying for a Special Rate Variation.

The General Manager advised that no decision has been made at this stage. A financial sustainability study is currently underway as part of the Delivering for Penrith project. This study will assess Council's assets, current and future service levels, and revenue streams to inform whether a Special Rate Variation should be pursued.

DELIVERY PROGRAM REPORTS

STRATEGIC DIRECTION 5 - WORK TOGETHER

10 Audit Office of NSW - Management Letter for the year ended 30 June 2025

The Director Financial Audit, Audit Office of NSW presented the recently issued final Management Letter for the year ended 30 June 2025. There were no high rated issues in the

**This is Page No 2 of the Unconfirmed Minutes of the Audit, Risk and
Improvement Committee Meeting of Penrith City Council held in the Pasadena
Room on Wednesday 10 December 2025**

**Audit, Risk and Improvement Committee Meeting Wednesday 10 December
2025**

letter. There were 5 moderate and 4 low issues reported.

Some of the issues discussed were: -

- a) Outdated policies and procedures: The ARIC enquired why the observation remained in the Audit Office report despite significant improvements in Council's policies and procedures. The Audit Office explained that there was a related issue concerning documentation of the excess annual leave management plan. Thus, the observation was included for consistency. Once this policy is finalized, the observation may be removed.
- b) Valuation and condition assessment of stormwater, road, and bridge assets, emphasizing the need for accurate replacement cost estimates. The Committee noted that target dates should not be grouped for multiple recommendations. Instead, separate target dates should be assigned to each recommendation, as completion timelines may vary based on the scope of work required.
- c) Lack of timely review over privileged user activity logs for TechOne Database Server. The ARIC enquired if there was no process in place for review of logs of privileged user activities independently, on a regular, timely basis. The Director of Corporate Services reported that a review of privileged user activities had been completed; however, due to an oversight in the SharePoint tasking system, the review tasks were not logged as expected. This issue will be investigated further to provide evidence that the reviews occurred.
- d) Cases observed of duplicate invoices, payments processed without purchase orders, duplicate payments, purchase orders raised after the invoice date, duplicate invoices processed under different vendor IDs and multiple vendors linked to the same back account.
- e) Council does not have formally documented leave management plans to reduce annual leave balances to acceptable levels. The Committee asked whether any industrial relations challenges existed in this context. The Director of Corporate Assurance confirmed that employees with more than eight weeks of annual leave are required either to take leave or receive a payout.

Director - Asset Services left the meeting at 10:00am.

RECOMMENDATION

ARIC 33 resolved that the information contained in the report on Audit Office of NSW - Management Letter for the year ended 30 June 2025 be received

5 Action Items Report

The ARIC chair introduced the report.

ARIC noted the customer feedback response rate of 6%. The Risk and Audit Manager advised that the complaints management data reflected responses to optional surveys issued to customers via email, the website, or telephone. It was further noted that a response rate of approximately 6% is considered typical when benchmarked against other councils.

The ARIC sought clarification on the extension of due dates for certain action items. The Risk and Audit Manager advised that due dates were met in most cases, and that in exceptional

**This is Page No 3 of the Unconfirmed Minutes of the Audit, Risk and
Improvement Committee Meeting of Penrith City Council held in the Pasadena
Room on Wednesday 10 December 2025**

Audit, Risk and Improvement Committee Meeting Wednesday 10 December 2025

circumstances revised dates—sometimes on more than one occasion—were subject to approval in accordance with an established policy at the leadership team level.

Head of Business Excellence joined the meeting at 10:10am. Strategic Finance Manager left the meeting at 10.15am.

Action

1. Internal Audit team to provide information to the ARIC on reasons for high turnover time for complaints management for the Engineering services and Strategic Asset Management.

RECOMMENDATION

ARIC 34 resolved that the information contained in the report on Action Items Report be received.

Organisational Performance Report

The Chief Financial Officer introduced the report.

The ARIC queried the use of differing formats within the report and recommended that a single, consistent format be adopted.

The General Manager advised that the report disclosed the forecast operating deficit of \$1.5 million for the 2025/26 financial year and confirmed that further measures would be undertaken to work towards achieving a balanced budget.

RECOMMENDATION

ARIC 35 resolved that the information contained in the report on Action Items Report be received.

7 Major Projects Update

The Head of Business Excellence introduced the report.

The ARIC noted that the dashboard reports for major projects are informative, however, greater emphasis to be placed on outputs and outcomes, and key strategic risks should be highlighted clearly as intended.

The General Manager advised that the Cook Park Project, the Dunheved Road Project, and the St Marys Development are currently the projects of greatest concern to management. The General Manager also acknowledged the feedback provided in relation to the report and confirmed that appropriate actions would be undertaken to address the matters raised.

The Director – Corporate Services further advised that the dashboard report is presented across four forums: the Executive Leadership Team (ELT) Project Governance Meeting, the ARIC, and the Councillors' Major Projects Working Party.

The ARIC recommended the inclusion of a concise, high-level executive summary of up to two pages at the beginning of the report, noting that detailed operational information is not required at this level of review. The summary should function as a covering report and highlight key matters such as financial considerations, risk, and strategic alignment. ARIC also emphasised the importance of clearly addressing the Council's financial capacity and resourcing capability as critical factors in the delivery of projects.

RECOMMENDATION

This is Page No 4 of the Unconfirmed Minutes of the Audit, Risk and Improvement Committee Meeting of Penrith City Council held in the Pasadena Room on Wednesday 10 December 2025

**Audit, Risk and Improvement Committee Meeting Wednesday 10 December
2025**

ARIC 36 resolved that the information contained in the report on Major Projects Update be received.

8 Contract and Project Management Update

The Head of Business Excellence introduced the report.

The ARIC sought clarification on one of the ARIC update items concerning PM procedures and roles and responsibilities for Council as proponent and consent authority, specifically querying whether this item had now been completed. The Director – Corporate Services advised that Council has adopted the relevant policy issued by the responsible government department and, on this basis, confirmed that the item is complete.

The Head of Business Excellence left the meeting at 11.00am.

RECOMMENDATION

ARIC 37 resolved that the information contained in the report on Contract and Project Management Update be received.

9 People and Culture Report - December 2025

Acting Head of People and Culture and the Work Health and Safety Manager joined the meeting at 11.00am.

The Director – Corporate Services and the Acting Head of People and Culture introduced the report.

The ARIC queried the level of staff turnover considered acceptable by Council. The Director – Corporate Services advised that an annual turnover rate of approximately 10–12 per cent is regarded as standard, and that Council is currently operating within this range.

The Work Health and Safety Manager provided an update on the management of crystalline silica risks, confirming that a risk assessment has been completed.

The ARIC sought clarification on the Council's approach to mitigating liability where staff decline health assessments and on whether such assessments are mandatory for new employees. It was noted that health assessments are not currently mandatory for new employees, and that existing staff who decline assessments are issued with a formal letter outlining their responsibilities.

In relation to Work Health and Safety and workers' compensation, the ARIC noted significant increase in non-treatable injuries. The Acting Head of People and Culture explained that a new category was introduced in 2023–24, accounting for minor scratches and bruises that do not necessarily require first aid, which contributed to the increase.

The ARIC questioned the reason for increase in investigation matters during 2024-2025 in the Children's Services department.

The Acting Head of People and Culture advised that, Children's Services operates in a highly regulated environment, where even minor incidents are subject to thorough investigation, contributing to higher reported numbers.

The ARIC recommended that the People and Culture team differentiate between incidents arising from children's behavioural issues and actual accident cases to better inform appropriate actions.

**This is Page No 5 of the Unconfirmed Minutes of the Audit, Risk and
Improvement Committee Meeting of Penrith City Council held in the Pasadena
Room on Wednesday 10 December 2025**

Audit, Risk and Improvement Committee Meeting Wednesday 10 December 2025

The ARIC acknowledged the improvement in overall completion rates for mandatory training and recommended that future reports also include information on non-mandatory training programs.

Acting Head of People and Culture and the Work Health and Safety Manager left the meeting at 11.30am.

Action

1. The People and Culture team should segregate the children's behavioural issues and actual accident cases in the reporting.

RECOMMENDATION

ARIC 38 resolved that the information contained in the People and Culture Report - December 2025 be received.

2 Organisational Risk and Compliance Update

The Risk and Audit Manager introduced the report.

The ARIC queried the classification of cyber security residual risk as medium given the nature of the risk. The Risk and Audit Manager advised that the cyber risk landscape is continually evolving and noted that a cyber security audit is currently underway, the outcomes of which may result in a reassessment of the strategic risk rating.

RECOMMENDATION

ARIC 39 resolved that the information contained in the report on Organisational Risk and Compliance Update be received.

3 Internal Audit Update

The Risk and Audit Manager introduced the report.

The ARIC appreciated the Internal Audit team's efforts relating to the self-assessment of internal audit quality against the Global Internal Audit standards. They opined that the assessment was very comprehensive.

In relation to the self-assessment, the ARIC recommended developing a plan to address the identified deficiencies.

The Committee commended the Internal Audit team for their efforts in preparing the reports for the meeting.

RECOMMENDATION

ARIC 40 resolved that the information contained in the Report on Internal Audit Update be received.

6 Report on Implementation of Outstanding Internal Audit Recommendations

This is Page No 6 of the Unconfirmed Minutes of the Audit, Risk and Improvement Committee Meeting of Penrith City Council held in the Pasadena Room on Wednesday 10 December 2025

Audit, Risk and Improvement Committee Meeting Wednesday 10 December 2025

The Senior Internal Auditor introduced the report. He informed that the outstanding internal audit recommendations were tracking very well with 76% compliance rate and only 3 overdue recommendations – two of which were very close to completion.

The ARIC sought confirmation on the likelihood of implementing and closing high-priority recommendations. The Risk and Audit Manager advised that a significant number of high recommendations are due by 31 December 2025 and that many are expected to be closed by the next ARIC meeting.

Regarding the Children's Services Co-operative audit report, the ARIC requested that a copy of the completed policy and procedure developed for the Co-operative be provided to the Committee.

In relation to the Public Health Programs, the ARIC noted that areas such as food safety, legionella, and pool inspections represent high-risk areas for the community and queried the absence of a supporting digital solution. The Director – Corporate Services advised that Council plans to implement a digital solution for public health programs through Microsoft Dynamics; however, resources are currently prioritised toward the ERP program. Consideration will be given to implementing the public health solution following completion of the ERP program.

Action

1. A copy of the completed policy and procedure developed for the Co-operative be provided to the Committee.

RECOMMENDATION

ARIC 41 resolved that the information contained in the Report on Implementation of Outstanding Internal Audit Recommendations be received.

4 Governance Report 1 July 2024 - 30 June 2025

The ARIC chair introduced the report.

The ARIC enquired whether the Council maintains a delegations register and where it is accessible for staff review. The Risk and Audit Manager, together with the Director - Corporate Services, confirmed that the register is available through the external application 'Pulse,' where staff can view their own and their team's delegations.

RECOMMENDATION

ARIC 42 resolved that the information contained in the report on Governance Report 1 July 2024 - 30 June 2025 be received.

1 ARIC and Internal Audit Annual Reports

The ARIC chair introduced the report.

The Risk and Audit Manager confirmed that the reports were currently in the draft stage for members feedback and that these would also be shared with the Council's Policy Review Committee.

This is Page No 7 of the Unconfirmed Minutes of the Audit, Risk and Improvement Committee Meeting of Penrith City Council held in the Pasadena Room on Wednesday 10 December 2025

Audit, Risk and Improvement Committee Meeting Wednesday 10 December 2025

The ARIC suggested that councillor members be formally listed in the ARIC Annual Report.

The ARIC opined that the key ARIC activities for the financial year 2025-26 be signed off by the current members, current chair as well as the former chair of the ARIC.

Actions

1. The councillor members be formally listed in the ARIC Annual Report.
2. ARIC activities for the financial year 2025-26 should be signed off by the current members, current chair as well as the former chair of the ARIC.
3. The council to review whether the relevant Australian Taxation Office requirements applicable to engagement of ARIC members have been complied with.

RECOMMENDATION

ARIC 43 resolved that:

1. The information contained in the report on ARIC and Internal Audit Annual Reports be received.

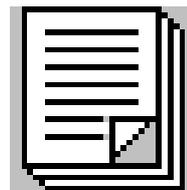
GENERAL BUSINESS

The Chair of the ARIC sought members' views on whether any reflections were required in addition to the formal meeting minutes. Members advised that no additional reflections were necessary and that the meeting minutes alone were sufficient.

There being no further business the Chairperson declared the meeting closed the time being 12:10pm.

This is Page No 8 of the Unconfirmed Minutes of the Audit, Risk and Improvement Committee Meeting of Penrith City Council held in the Pasadena Room on Wednesday 10 December 2025

ATTACHMENT



Date of Meeting: 23 February 2026

Delivery Program: Strategic Direction 5

Service: Financial Services

Report Title: 2025-2026 Voted Works

2025-26 VOTED WORKS
as at 23 February 2026

| Meeting Approved | Ref | Description of Allocation | Amount \$ | Expenditure | Manager Responsible |
|--|-----|--|----------------|-------------|---------------------|
| SOUTH WARD | | | | | |
| Amount Available for 2025-26 | | | | | |
| | | Funds brought forward from 2024-25 | 246,140 | | |
| | | 2025-26 Funds | 53,000 | | |
| | | Total Vote for 2025-26 | 299,140 | | |
| Amounts Allocated | | | | | |
| 29-Apr-24 | 2 | Nighttime Live Performance Partnerships** | 5,000 | - | CACP |
| 12-Aug-24 | 13 | Acceptance of Grant Funding - Natural Disaster Relief Assistance* | 25,000 | 11,677 | D&P |
| 26-Aug-24 | 1 | Penrith Mayoral Challenge - Monfarville Reserve* | 15,000 | 891 | D&P |
| 26-May-25 | UB1 | Nepean Business Network Annual Event | 1,000 | 1,000 | CACP |
| 25-Aug-25 | NM3 | Vegetation Clearing - Communications Plan | 4,000 | 373 | Communications |
| 25-Aug-25 | UB3 | Nepean Evening View Club | 305 | 305 | CACP |
| 25-Aug-25 | UB2 | The Haven - Fridge Replacement | 433 | 433 | CACP |
| 25-Aug-25 | UB1 | Penrith Rotary Club - Annual Duck Race | 1,667 | 1,667 | CACP |
| 27-Oct-25 | UB5 | Sales Park, Luddenham Installation of Trial Barriers | 1,620 | - | CFR |
| 27-Oct-25 | UB3 | Emu Plains Girl Guides Bush Tucker Community Garden & Pantry Project | 200 | 200 | CACP |
| 27-Oct-25 | UB4 | TOTS Blanket Charity | 670 | 670 | CACP |
| 17-Nov-25 | UB1 | 120th Annual Luddenham Show | 2,000 | 2,000 | CACP |
| 17-Nov-25 | UB2 | RAW Penrith | 350 | 350 | CACP |
| 8-Dec-25 | UB1 | WFUNA International Model United Nations 2026 | 100 | 100 | CACP |
| 15-Dec-25 | UB1 | Love Bites Senior and Love Bites Junior Program | 2,000 | - | CACP |
| 2-Feb-26 | UB4 | Donation to the Heart Foundation MG ACTIVE Walk for Tobes | 1,000 | - | CACP |
| | | | 60,344 | | |
| TOTAL VOTE UNCOMMITTED FOR SOUTH WARD | | | 238,796 | | |
| NORTH WARD | | | | | |
| Amount Available for 2025-26 | | | | | |
| | | Funds brought forward from 2024-25 | 335,647 | | |
| | | 2025-26 Funds | 53,000 | | |
| | | Total Vote for 2025-26 | 388,647 | | |
| Amounts Allocated | | | | | |
| 29-Apr-24 | 2 | Nighttime Live Performance Partnerships** | 5,000 | - | CACP |
| 12-Aug-24 | 13 | Acceptance of Grant Funding - Natural Disaster Relief Assistance* | 25,000 | 11,677 | D&P |
| 26-Aug-24 | 1 | Penrith Mayoral Challenge - Monfarville Reserve* | 15,000 | 891 | D&P |
| 28-Apr-25 | UB2 | Hoa Tek Chiem and Kim Heang Gau - Buzzy Bee's Burger House*** | 931 | 931 | CACP |
| 26-May-25 | UB1 | Nepean Business Network Annual Event | 1,000 | 1,000 | CACP |
| 25-Aug-25 | NM3 | Vegetation Clearing - Communications Plan | 4,000 | 373 | Communications |
| 25-Aug-25 | UB3 | Nepean Evening View Club | 305 | 305 | CACP |
| 25-Aug-25 | UB2 | The Haven - Fridge Replacement | 433 | 433 | CACP |
| 25-Aug-25 | UB1 | Penrith Rotary Club - Annual Duck Race | 1,667 | 1,667 | CACP |
| 27-Oct-25 | UB4 | TOTS Blanket Charity | 670 | 670 | CACP |
| 27-Oct-25 | UB2 | Thornton Community Language Group | 1,940 | 1,940 | CACP |
| 17-Nov-25 | UB1 | 120th Annual Luddenham Show | 2,000 | 2,000 | CACP |
| 17-Nov-25 | UB2 | RAW Penrith | 350 | 350 | CACP |
| 8-Dec-25 | UB1 | WFUNA International Model United Nations 2026 | 100 | 100 | CACP |
| 15-Dec-25 | UB1 | Love Bites Senior and Love Bites Junior Program | 2,000 | - | CACP |
| 2-Feb-26 | UB4 | Donation to the Heart Foundation MG ACTIVE Walk for Tobes | 1,000 | - | CACP |
| 2-Feb-26 | UB1 | Memorial Plaque in Honour of Don Barnes | 1,000 | - | CFR |
| | | | 62,395 | | |
| TOTAL VOTE UNCOMMITTED FOR NORTH WARD | | | 326,252 | | |
| EAST WARD | | | | | |
| Amount Available for 2025-26 | | | | | |
| | | Funds brought forward from 2024-25 | 245,095 | | |
| | | 2025-26 Funds | 53,000 | | |
| | | Total Vote for 2025-26 | 298,095 | | |
| Amounts Allocated | | | | | |
| 29-Apr-24 | 2 | Nighttime Live Performance Partnerships** | 5,000 | - | CACP |
| 12-Aug-24 | 13 | Acceptance of Grant Funding - Natural Disaster Relief Assistance* | 25,000 | 11,677 | D&P |
| 26-Aug-24 | 1 | Penrith Mayoral Challenge - Monfarville Reserve* | 15,000 | 891 | D&P |
| 26-May-25 | UB1 | Nepean Business Network Annual Event | 1,000 | 1,000 | CACP |
| 30-Jun-25 | UB4 | Marquee and Trestle Tables - Team Colyton | 1,693 | 1,693 | CACP |
| 25-Aug-25 | NM3 | Vegetation Clearing - Communications Plan | 4,000 | 373 | Communications |
| 25-Aug-25 | UB3 | Nepean Evening View Club | 304 | 304 | CACP |
| 25-Aug-25 | UB2 | The Haven - Fridge Replacement | 433 | 433 | CACP |
| 25-Aug-25 | UB1 | Penrith Rotary Club - Annual Duck Race | 1,666 | 1,666 | CACP |
| 27-Oct-25 | UB4 | TOTS Blanket Charity | 670 | 670 | CACP |
| 17-Nov-25 | UB1 | 120th Annual Luddenham Show | 2,000 | 2,000 | CACP |
| 17-Nov-25 | UB2 | RAW Penrith | 350 | 350 | CACP |
| 8-Dec-25 | UB1 | WFUNA International Model United Nations 2026 | 100 | 100 | CACP |
| 15-Dec-25 | UB1 | Love Bites Senior and Love Bites Junior Program | 2,000 | - | CACP |
| 2-Feb-26 | UB4 | Donation to the Heart Foundation MG ACTIVE Walk for Tobes | 1,000 | - | CACP |
| | | | 60,216 | | |
| TOTAL VOTE UNCOMMITTED FOR EAST WARD | | | 237,879 | | |
| SUMMARY | | | | | |
| | | Total Vote for 2025-26 | 985,882 | | |
| | | Less Total Vote Committed | 182,956 | | |
| | | TOTAL VOTE UNCOMMITTED | 802,926 | | |
| | | * Adopted March 2025 Quarter Revote | | | |
| | | ** Annual allocation for four years | | | |
| | | *** Adopted June 2025 Quarter Revote | | | |