BUSINESS PAPER

His Worship the Mayor, Councillor Todd Carney, Deputy Mayor, Councillor Garion Thain and Member for Penrith, Karen McKeown MP OAM were on hand to witness the installation of the roof panels on the eastern grandstand of the new Penrith Stadium.

Policy and Strategy Committee Meeting

9 March 2026

3 March 2026

Dear Councillor,

In pursuance of the provisions of the Local Government Act, 1993 and the Regulations thereunder, notice is hereby given that a **POLICY AND STRATEGY COMMITTEE 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 9 March 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**
    Policy and Strategy Committee Meeting - 9 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. **DELIVERY PROGRAM REPORTS**

6. **GENERAL BUSINESS**

7. **NEXT MEETING**

POLICY AND STRATEGY COMMITTEE MEETING

MONDAY 9 MARCH 2026

TABLE OF CONTENTS

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 other invited participants should be aware that you may be recorded.

PENRITH CITY COUNCIL

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 POLICY AND STRATEGY COMMITTEE MEETING
OF PENRITH CITY COUNCIL HELD REMOTELY USING AUDIO VISUAL LINKS,
VIDEO STREAMED ON THE COUNCIL WEBSITE AND IN THE COUNCIL CHAMBERS,
PENRITH ON MONDAY 9 FEBRUARY 2026 AT 7:00 PM

WEBCASTING STATEMENT

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

PRESENT – ATTENDED REMOTELY

1 RESOLVED on the MOTION of Councillor Reece Nuttall seconded Councillor Libby Austin that the request from Councillor John Thain for remote attendance be 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

2 RESOLVED on the MOTION of Councillor Sabbie Kaur seconded Councillor Robin Cook that the minutes of the Policy Review Committee Meeting of 1 December 2025 be 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**

3 RESOLVED on the MOTION of Councillor Hollie McLean seconded Councillor Sue Day

   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.

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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.

DELIVERY PROGRAM REPORTS

Item   **Page**

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STRATEGIC DIRECTION 1 - NURTURE OUR ENVIRONMENT

Item   **Page**

1   Penrith Litter Prevention Strategy and Roadmap

Compiled by: **Aisha Poole, Head of Waste and Resource Recovery**
                          James Creer, Resource Recovery Manager
                          Jarrod Loobeek, Senior Waste and Resource Recovery Officer

Authorised by: **Stephen Britten, Director Business Operations**

Outcome	*Nurture our environment*
Strategy	*Increase resource efficiency and minimise waste*
Principal Activity	*Promote resource recovery, waste reduction, and carbon footprint minimisation among residents and businesses*

Executive Summary

As part of Round 4 of the NSW WASM (Waste and Sustainable Materials) Litter Prevention Grants Program, managed by the NSW Environmental Protection Authority (NSW EPA), a 5-year Litter Prevention Strategy and Roadmap and a Litter Prevention Plan has been produced by Civille consultants.

These documents detail how Council will work towards long-term litter prevention and have been developed to streamline litter prevention in the Penrith LGA, meet NSW litter prevention targets, improve cross department collaboration and deliver cleaner public spaces. There are 4 strategic directions:

   •   Build a data-driven approach to litter prevention
   •   Build a 'One Team' approach to litter prevention
   •   Target high priority littered items, places, pathways and behaviours
   •   Engage with others to learn and collaborate

The Litter Prevention Strategy and Roadmap is required to apply for future funding available in the Litter Prevention Grants Program. Council intends to submit an Expression of Interest requesting $420,000 in funding to implement the first 3 years of The Roadmap. Should funding be received, years 4 and 5 would only be implemented if additional funding was received or if a business case in years 1 to 3 generated enough savings to cover years 4 and 5.

Implementation of The Roadmap is dependent on receipt of grant funding. Council will not implement The Roadmap without external funding support.

A presentation will be delivered at this evening's Policy and Strategy Committee meeting.

Background

Litter in our City impacts the value and pride our community feel and is of high importance given the increasing development and density of urban environments leading to higher use of outdoor recreational space.

In 2025, Council received an $80,000 grant from the NSW Environment Protection Authority for strategic development and capacity building around litter prevention. Receipt of this grant was detailed in a Councillor memorandum dated 29 September 2025, attached to this report. This funding was used to engage Civille (consultant) to develop a 5-year Litter Prevention

Strategy and Roadmap (internal working document) and Litter Prevention Plan (external strategy document).

An inter-departmental litter prevention steering group consisting of members from City Presentation, Environmental Health and Compliance, Future Directions and Resilience, Strategic Asset Management and Waste and Resource Recovery participated in a series of workshops in Quarters 1 and 2 of this financial year to contribute to the development of The Roadmap.

This was the first time these representatives had collaborated on litter prevention, management and impacts, and the group uncovered a range of issues including a lack of data on the actual litter problem, cost and impact in Penrith City, no single point of responsibility and inconsistency in procedures and practice. While individually, each representative department were performing their work in relation to litter well, it was in isolation and with poor record keeping.

A completed Roadmap endorsed by Council is required to apply for future rounds of litter prevention funding from the NSW EPA. An expression of interest for Round 5 of litter prevention funding was submitted on 2 March 2026 with final application due 30 March 2026. A successful application in Round 5 of the NSW WASM (Waste and Sustainable Materials) Litter Prevention Grants Program will make Penrith City Council eligible to apply for a further funding up to $1 million under the NSW EPA's Streets to Sea litter prevention program.

Current Situation

Management of litter crossing several Directorates and Departments at present is largely reactive, focusing on litter management rather than litter prevention. Litter prevention education and community engagement has limited investment by Council and is limited to grant opportunities. Litter management is a significant cost to Council with a conservative costing estimate of $3.2M per annum with 80% of this attributed to cleaning up litter from the ground and litter capture devices.

Litter prevention and reduction are key actions in Council's Waste and Resource Recovery Strategy (Actions 2 and 3) endorsed by Council in August 2025. There are a number of actions in the 2025-2029 Delivery Program that broadly relate to litter management and prevention:

Code	Action
Action 1.1.2	Protect and improve our natural bushland areas
Action 1.1.3	Help minimise the impacts on the environment from unauthorised activities
Action 1.2.1	Promote resource recovery, waste reduction and carbon footprint minimisation among residents and businesses
Action 1.2.2	Collaboratively manage illegal dumping across Western Sydney
Action 1.2.4	Develop and deliver initiatives to enhance sustainability
Action 2.3.1	Promote responsible pet ownership
Action 4.2.2	Ensure the City's sportsgrounds, parks and open spaces are well maintained and fit for purpose
Action 4.3.2	Ensure the City's public amenities and public spaces are inviting and well maintained

The NSW EPA is offering significant funding opportunities for a strategic approach to litter prevention as part of their Litter Prevention Grants Program. NSW Councils and community

groups were invited to submit an Expression of Interest for Round 5 of funding to the NSW EPA by 2 March 2026. The EOI process is non-binding, should the decision be made not to proceed to the grant application phase. Following the EOI process, the comprehensive grant application due date is 30 March 2026.

Financial Implications

Actions outlined in the Litter Prevention Roadmap and Litter Prevention Plan are contingent on securing grant funding from the NSW EPA as part of their Litter Prevention Grants Program. Council would not implement this Roadmap without external funding support. Our submission to the EPA for the next round of funding will state that Council is not funding years 4 and 5. Should funding be received, years 4 and 5 would only be implemented if additional funding was received or if a business case in years 1 to 3 generated enough savings to cover years 4 and 5.

Risk Implications

Should Council's grant application be unsuccessful or if partial grant funding is secured, Council would not be able to pursue the full list of initiatives outlined in the Roadmap. Should Council receive partial funding, the Roadmap will be modified to meet the funding allocation.

RECOMMENDATION

>   That:

>   1. The information contained in the report on Penrith Litter Prevention Strategy and Roadmap be received.

>   2. Council endorse the Litter Prevention Roadmap and Litter Prevention Plan.

>   3. Council implement the Litter Prevention Roadmap and Litter Prevention Plan subject to NSW EPA grant funding being secured.

ATTACHMENTS/APPENDICES

1.	Councillor memorandum - Waste and Sustainable Materials Litter Prevention Grant Progress	2 Pages	Attachments Included
2.	Litter Preventation Plan Draft	23 Pages	Attachments Included
3.	Litter Preventation Roadmap Draft	56 Pages	Attachments Included

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STRATEGIC DIRECTION 2 - SUPPORT OUR WELLBEING

2   Draft Your Voice, Your Future: Penrith Youth Strategy 2026 - 2031

Compiled by: Jacqueline Newsome, Community Resilience Program Manager
Marcela Hart, Community Capacity Lead

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

Outcome	*Support our wellbeing*
Strategy	*Strengthen community resilience, support systems and networks*
Principal Activity	*Support and partner with local communities to strngthen social capital and enhance community resilience*

Executive Summary

The purpose of this report is to seek Councillor endorsement for public exhibition of the Draft Your Voice, Your Future: Penrith Youth Strategy 2026 – 2031 (The PYS).

The Strategy is a strategic roadmap that outlines how Council and community sector partners can better support young people's wellbeing, participation and opportunities in Penrith.

Co-designed with over 350 local young people aged between 8-24 years, the Strategy articulates their priorities, aspirations and lived experiences. It sets out how Penrith City Council supports, engages and empowers young people aged 8-24 years old. Developed in partnership with young people, it reflects their ideas, priorities and aspirations for a community that values inclusion, belonging and opportunity.

The Strategy takes an innovative approach to social planning in that it does not feature a set of fixed actions for Council. Rather, it is designed as a flexible and responsive roadmap that integrates youth priorities across Council's strategic work, partnerships and advocacy efforts. Aligned to the CSP 2041+, the Strategy is an intention-setting document that provides a shared vision which guides how Council and its community sector partners respond to the needs and aspirations of young people.

This report recommends that Council endorse the Draft Your Voice, Your Future: Penrith Youth Strategy 2026 – 2031 (The PYS) for public exhibition. A presentation will be given at the Policy and Strategy Committee meeting by Councillor officers.

Background

The Penrith LGA is home to one of the largest youth populations in Western Sydney, with approximately 22% of the population aged between 8-24 years. As the City grows, so does the need to understand and respond to the issues that shape young people's lives. Council plays an important role in creating a city where young people feel supported, included, and able to reach their potential.

Originally conceived as the Penrith Youth Led Action Plan, through its development and in co-design with young people, it evolved into the Draft Your Voice, Your Future: Penrith Youth Strategy 2026 – 2031 (the PYS).

The PYS was developed to respond to young people's evolving needs, particularly in the context of dynamic growth in the region, changing demographics and ongoing affordability pressures. The PYS is designed to guide Council and its community partners to work with young people, ensuring our City remains a place where local young people can live, work and fully participate in their community.

The PYS takes an innovative approach to social planning in that it does not feature a set of fixed actions. Rather, it is designed as a flexible and responsive roadmap that integrates youth priorities across Council's strategic work, service delivery, partnerships and advocacy efforts. Aligned to the CSP 2041+, the PYS is an intention-setting document that provides a shared vision which guides how Council and its community sector partners respond to the needs and aspirations of young people in Penrith. It complements existing strategies including the Resilient Penrith Action Plan, Disability Inclusion Action Plan, Multicultural Action Plan and Community Safety Plan.

The outcome is a youth-driven roadmap that can be used right across the local government area, by Council, schools, community organisations and young people to guide collaborative action, directly inform service planning, and strengthen youth participation through collective action.

Development of the Penrith Youth Strategy

The PYS was developed through a collaborative process shaped by the voices, experiences and ideas of young people across Penrith. Council worked with schools, youth services and community organisations to ensure the Plan reflects a broad range of youth perspectives and experiences.

In 2025, Council established a Youth Leadership Team (YLT) to co-design the engagement tools and lead peer-based engagement. Between June and November 2025, more than 350 young people contributed to the development of the PYS through participation in workshops, online surveys and community pop-ups. This included targeted sessions with priority groups including First Nations, CALD, LGBTQIA+, young people with disability, and young people with lived experience of the justice system.

The process aimed to reach young people across different settings, ensuring participation was inclusive and accessible. Young people took part through workshops, surveys and creative engagement. They shared what matters most; feeling safe, having opportunities, and being included in decisions that affect them.

Young people who participated represented a wide range of experiences and identities, inclusive of:

- Children and teenagers aged 8-17 years participating through schools and youth programs

- Young adults aged 18-24 living, studying or working in Penrith

- Aboriginal and Torres Strait Islander young people (26% of total participants)

- Young people from culturally and linguistically diverse backgrounds (15% of total participants)

- Young people with disability or who access additional support (19% of total participants)

- LGBTQIA+ young people and peer advocates (31% of total participants)

- Young parents, students, workers and job seekers.

Councillors have demonstrated a strong interest in understanding and strengthening the ways in which Council supports local young people. This has been a key driver in the development of the PYS.

Councillors were provided with updates via memorandums about this work in January, February, August and September 2025. In response to these updates, several Councillors reached out to engage with this process, participating in a workshop and Q&A session where they heard directly from young people about their experiences and challenges. This approach ensured that the Strategy reflects both community aspirations and Council's commitment to elevating youth voices in planning and decision-making.

Structure of the PYS

The PYS is built on four key pillars. Each pillar reflects what young people said matters most to them, supported by local data, youth stories and community insights.

These pillars build on one another, together showing what young people value, the challenges they navigate, and how Council and partners can respond in ways that make a meaningful difference.

1. **Pillar One: Health, Wellbeing & Safety** - Explores young people's views on mental health, access to support, safety in public spaces, and the importance of inclusion and belonging. It combines youth insights with data on health, safety and access to services.

2. **Pillar Two: Affordable Living & Opportunities** - Captures what young people told us about cost of living, housing, jobs and access to education and training. It includes insights on how affordability affects participation and independence, supported by local economic and social data.

3. **Pillar three: Connection, Belonging & Culture** - Focuses on how young people connect with each other, their communities and culture. It explores belonging, representation, and how creative and cultural spaces can help young people express who they are and feel part of Penrith's story.

4. **Pillar Four: Environment, Accessibility & Movement** - Explores access to transport, parks, recreation, and the natural environment. It includes young people's ideas on sustainability, accessibility and what makes Penrith's neighbourhoods feel safe and easy to move through.

Each pillar contains a first voice story; the findings from each of the engagement methods that address the pillar, data to support the feedback, and a consolidated overview of the engagement outcomes. These feed into aspirations that are the roadmap for Council and partners to deliver meaningful actions.

The PYS is an intention-setting document that provides a shared framework for everyone supporting or wanting to support young people in Penrith. It can be used by Penrith City Council, schools, community organisations and partners to inform their work with young people. It can also be used by young people to self-organise or partner with organisations to co-lead projects and activities.

Measuring and Reporting Success

The PYS adopts a principles approach and serves as a framework for working with and supporting young people over the next five years. It moves away from a set of specific actions bound by limited timeframes, to a set of aspirations grounded in first voice that will help shape relevant, timely and appropriate actions that organisations and young people can drive.

Council will, in discussion with key stakeholders (including youth services), set the key priority actions relevant to the Strategy each year. This ensures that activity across the youth sector in Penrith remains:

- Responsive - able to pivot as challenges or opportunities emerge

- Aligned - connected to the pillars and aspirations in this Strategy

- Youth-led - shaped and reviewed with young people through regular engagement

- Collaborative - encouraging shared responsibility and collaboration rather than siloed efforts.

Council will, via the Penrith Youth Interagency, also commit to gathering a yearly collective report on all actions delivered by the sector that directly address the PYS. This will be a unique opportunity to continue building a cohesive narrative of the community and our work, highlighting the efforts of organisations to empower young people to live their best lives and achieve their goals.

Financial Implications

The Strategy largely outlines strategic directions rather than the requirement for funded programs and actions. Implementation will be absorbed within existing operational budgets, supported by strategic partnerships and advocacy. Any new initiatives will be subject to future operational planning and budget bids as required, or external grant opportunities as they arise.

Risk Implications

All current opportunities are identified within existing resourcing and funding. Anything outside of currently agreed and funded opportunities, officers will explore obtaining grant funding.

Conclusion

The Draft Your Voice, Your Future: Penrith Youth Strategy 2026–2031 provides a clear, youth-led framework to guide how Council and its partners respond to the needs and aspirations of young people over the next five years. Endorsing the Strategy for public exhibition supports continued collaboration, accountability and meaningful youth participation in shaping Penrith's future.

RECOMMENDATION

That:

1. The information contained in the report on Draft Your Voice, Your Future: Penrith Youth Strategy 2026 - 2031 be received.

2. The Draft "Your Voice, Your Future: Penrith Youth Strategy 2026 – 2031" be endorsed for public exhibition.

ATTACHMENTS/APPENDICES

1.	Your Voice Your Future: Penrith Youth Strategy 2026-2031	46 Pages	Attachments Included

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STRATEGIC DIRECTION 3 - SHAPE OUR GROWING CITY

3   **Outcomes of early community and stakeholder engagement for the Kingswood-Werrington Structure Plan and Place Plan**

Compiled by: **Fiona McDermott, City Strategy Lead**

Authorised by: **Carlie Ryan, Head of City Strategy**
                               Kylie Powell, Director Futures and Strategy/Deputy General Manager

Outcome	*Shape our growing city*
Strategy	*Navigate balanced growth and plan strategically*
Principal Activity	*Ensure our strategic framework and vision are contemporary and guide land use planning to meet the needs of our community and growing population*

Executive Summary

This report and the accompanying presentation to Councillors provide an update on community and stakeholder engagement for the draft Kingswood–Werrington Structure Plan and complementary Place Plan.

Kingswood–Werrington is a strategically important part of Penrith's East–West Economic Corridor, anchored by major health, education and employment institutions including Nepean Hospital, Western Sydney University and TAFE NSW. The corridor is experiencing increasing change and growth pressures, alongside longstanding challenges relating to transport connectivity, safety, urban heat, flooding, amenity and housing diversity.

The draft Structure Plan and Place Plan are being prepared as part of a two stage project to provide a coordinated, place-based strategic framework to guide future planning, infrastructure coordination and investment across the corridor. Stage 1, the Structure Plan and Place Plan, will establish the long-term strategic direction, while the Place Plan will identify practical actions to improve the function, accessibility and experience of Kingswood and Werrington centres. Stage 2, future Master Plans (subject to funding) will provide the detailed, place-based planning and implementation measures required for delivery. This work builds on Council's established place-based Centres Planning Model, successfully applied through the St Marys Town Centre Structure Plan and Master Plan, and will support coordinated, place-based growth and renewal across the corridor and its key centres.

Early community and stakeholder engagement was undertaken between October 2025 and February 2026 to capture local knowledge, lived experience and community priorities. This engagement generated strong participation and provided valuable insights into the corridor's strengths, challenges and opportunities. Key themes included the need to improve connectivity, enhance safety, increase tree canopy and greening, strengthen local centres, address flooding and drainage constraints, and provide more diverse housing and employment opportunities. Feedback also informed refinement of the corridor's vision; "Move Well, Live Well, Grow Well", resulting in a clearer and more accessible vision focused on improving everyday experiences and quality of life. This vision is supported by six draft place outcomes – Connected, Innovative, Inclusive, Safe, Sustainable and Prepared for Growth – which will guide the ongoing preparation of the draft Structure Plan and Place Plan.

A Community Engagement Report (November 2025) and Targeted Stakeholder Engagement Report (February 2026) are provided at Attachments 1 and 2 respectively.

A draft Structure Plan and draft Place Plan are anticipated to be reported to Council in May 2026, seeking endorsement for public exhibition. This will provide the community and stakeholders with a further opportunity to review and provide feedback before the plans are finalised.

This report is complemented by a further report in Confidential Business which outlines the emerging direction of the working draft Structure Plan.

Background

The Kingswood–Werrington Corridor is strategically located within Penrith's East–West Economic Corridor between the Penrith City Centre and St Marys. Anchored by major health, education and employment institutions including Nepean Hospital, Western Sydney University and TAFE NSW, the corridor plays an important role in supporting Penrith's economic and housing growth.

Strategic planning for the Kingswood–Werrington corridor is being undertaken in stages. Stage 1, currently underway, involves preparation of a Structure Plan and complementary Place Plan to provide a coordinated strategic framework to guide future planning, infrastructure coordination and place-based improvements across the corridor over the next 20 years and beyond. Stage 2, subject to funding, will comprise detailed precinct Master Plans and implementation planning.

The Structure Plan will translate technical evidence and strategic analysis into an integrated spatial framework, identifying key investigation areas, infrastructure priorities, and opportunities to strengthen centres, improve connectivity, and support employment and housing growth. Informed by specialist studies, policy direction and stakeholder engagement, it will define the corridor's long-term vision, strategic directions and high-level land use outcomes. The Place Plan will focus on practical actions to improve the function, accessibility and experience of Kingswood and Werrington centres.

Subject to funding, the Master Plans will provide the detailed planning and delivery framework for the Kingswood and Werrington centres. Building on the Structure Plan, they will refine place-based outcomes, inform infrastructure funding and delivery planning, and guide potential amendments to the Penrith Local Environmental Plan (LEP), Development Control Plan (DCP), and preparation of a Development Contributions Plan to ensure coordinated and deliverable growth across the corridor.

Current Situation

Since Councillors were briefed on the inception of the Kingswood-Werrington project in September 2025, early community and stakeholder engagement has been undertaken to understand local priorities, lived experience and opportunities to improve the Kingswood–Werrington corridor. This engagement has provided valuable input to the vision and emerging place outcomes for the Structure Plan and Place Plan. A summary of what we've heard so far is provided below. Detailed engagement outcomes are included in the reports at Attachments 1 and 2.

<u>Community and Stakeholder Priorities</u>

Early engagement undertaken in October-November 2025 tested the draft vision for the corridor and sought to understand the community's desired outcomes for the corridor. The engagement generated strong community input, with 551 total contributions from 198 people. Key issues raised by the community included:

- Traffic congestion, poor connectivity and limited public transport frequency.

- Safety concerns around stations, retail areas and poorly lit public spaces.

- A strong desire for more trees, shade, green space and cooler streets.

- Underperforming centres with limited services and activation.

- Flooding and drainage constraints limiting redevelopment outcomes.

- A mismatch in housing supply, particularly for students, key workers and seniors.

- Development feasibility challenges under current planning controls.

Overall, the feedback indicates strong support for renewal that delivers safer, more welcoming places, improved connections, more local jobs and strengthened amenities.

Focus Areas for Centre Revitalisation

Targeted stakeholder engagement for the Place Plan, undertaken in February 2026, focused on the everyday experience of the Kingswood and Werrington town centres. Key insights include:

- Strong community identity and cultural diversity, with unrealised social and economic potential

- Perceived safety concerns and low activity levels limiting visitation

- Underperforming or outdated public spaces

- Poor pedestrian connectivity and exposure to heat reducing comfort

- Social and economic vulnerability requiring coordinated, place-based responses

- Clear opportunities for revitalisation through activation, greening, public domain improvements and business support

These findings reinforce the need for practical, visible improvements that enhance comfort, safety and vibrancy in the short to medium term.

The engagement findings have directly informed refinement of the corridor vision and the identification of place-based outcomes to guide future planning.

Vision and Place Outcomes

As part of early engagement, the community was invited to provide feedback on a draft vision for the corridor: *"Living, learning and working – reimagined for the future*

> *A dynamic, growth-ready and future-focused network of complementary precincts leading new ways of living, learning and working. With infrastructure aligned to support growth and community expectations, Kingswood-Werrington will be home to a connected, innovative, inclusive, safe and sustainable community at the centre of Penrith's Economic Corridor."*

While the overall sentiment was strongly supported, feedback indicated that the wording felt complex and abstract. Participants expressed a preference for clearer, more direct language that reflects everyday experiences and practical outcomes.

In response, the vision has been simplified, while retaining its core intent and strategic direction. The updated vision focuses on what matters most to the community: how the corridor functions day to day, and how growth can improve quality of life. The refined vision statement is:

> *"Move Well, Live Well, Grow Well*
>
> *Kingswood–Werrington will be a place where people can move easily, live comfortably and access learning and work close to home. It will grow into a connected, safe and welcoming network of complementary precincts that support communities' everyday needs. Building on its existing strengths, the corridor will evolve into a smart, green, sustainable and vibrant place at the centre of Penrith's Economic Corridor, where opportunity and quality of life come together for everyone."*

Six draft place outcomes have been identified to support delivery of the vision. These outcomes are also derived from the community feedback and provide a holistic framework to guide land use, infrastructure, urban design and place-making decisions. The draft place outcomes are:

- Connected – Strengthening connections between centres, institutions, neighbourhoods and open space through an integrated transport and movement network.

- Innovative – Supporting emerging industries, evolving employment uses and diverse housing typologies that respond to future economic and community needs.

- Inclusive – Providing accessible places, diverse housing options and employment opportunities that enable all members of the community to participate in and benefit from growth.

- Safe – Creating safe, welcoming and attractive streets, public spaces and movement networks that support walking, cycling and community life.

- Sustainable – Promoting environmentally responsible development that conserves resources, enhances natural systems and builds resilience to climate and environmental change.

- Prepared for Growth – Ensuring infrastructure, services, housing and employment opportunities are planned and delivered in a coordinated manner to support long-term growth while maintaining quality of place.

Together, these principles will guide the development of the draft Structure Plan and draft Place Plan, ensuring future growth strengthens the character of Kingswood and Werrington, builds on the area's existing assets, and delivers practical improvements that people can see and experience in the short term, while setting a clear and coordinated long-term direction for the corridor.

Planning for Kingswood–Werrington will occur in two clear and complementary stages: a Structure Plan, followed by Master Plans for Kingswood and Werrington (subject to funding).

Financial and Risk Implications

In July 2025, Council applied for $748,000 through the Federal Government's Urban Precincts and Partnerships Program (uPPP) to support technical studies for the Structure Plan and future master planning. We have since been advised the program is on hold, with no confirmed timeframe for funding determinations. We therefore cannot rely on uPPP funding for this project, and progression to Stage 2 (precinct-specific master planning for Kingswood and Werrington) is dependent on securing additional funding through alternative sources.

The Stage 1 technical work, valued at approximately $403,000, has been funded through a combination of residual St Marys Master Plan funds, the Stormwater Levy and borrowings from a reserve. Even if the uPPP program is reactivated and our application is successful, funding conditions and timeframe constraints are expected to limit the ability to retrospectively fund work already undertaken.

Next Steps

A draft Structure Plan and draft Place Plan are anticipated to be reported to Council in May 2026, seeking endorsement for public exhibition. Following exhibition, Council will be provided with an update on the outcomes of community and stakeholder feedback and any resulting refinements to the draft plans, prior to consideration of the final plans for adoption (anticipated in late 2026).

Conclusion

The Kingswood–Werrington Structure Plan and Place Plan will provide a coordinated strategic framework to guide future planning, infrastructure coordination and place-based improvements across this important corridor.

Early community and stakeholder engagement has provided valuable insights into local priorities and has directly informed refinement of the corridor vision and draft place outcomes. This staged and evidence-based approach ensures that future planning for Kingswood–Werrington is informed by technical analysis, community input and Council's broader strategic objectives.

The project is progressing as planned, with draft documents anticipated to be reported to Council in May 2026 seeking endorsement for public exhibition.

RECOMMENDATION

> That the information contained in the report on Outcomes of early community and stakeholder engagement for the Kingswood-Werrington Structure Plan and Place Plan be received.

ATTACHMENTS/APPENDICES

1.	Community Engagement Report (November 2025)	28 Pages	Attachments Included
2.	Targeted Stakeholder Engagement Report (February 2026)	11 Pages	Attachments Included

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STRATEGIC DIRECTION 5 - WORK TOGETHER

4   ARIC Annual Report and Internal Audit Annual Report 2025

Compiled by: **Anthony Robinson, Risk and Audit Manager**

Authorised by: **Matthew Bullivant, Director Corporate Services**

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

Executive Summary

The purpose of this report is to provide Council the Audit Risk and Improvement Committee Annual Report together with the Internal Audit annual report for the 2025 calendar year. The outgoing Chairperson, Elizabeth Gavey will present the ARIC and IA Annual reports to Council. The ARIC's newly appointed Chair who chaired his first meeting of his term at the December ARIC meeting, Mr Darren Greentree, is also in attendance, and will provide a brief update on the ARIC focus areas for 2026 and beyond.

This report summarises the key activities and outcomes of Penrith City Council's Audit, Risk and Improvement Committee (ARIC) and the Internal Audit function for 2025.

ARIC continued to provide effective oversight across governance, risk, compliance, financial management and strategic assurance.

Internal Audit achieved all its performance indicators, including completion of 90% of its annual plan, and delivered findings across major governance and operational areas.

Council's ARIC and Internal Audit Function continue to work in tandem to make strong contributions to Council's overall governance framework and continuous improvement.

Background

The ARIC advises Council on governance, financial controls, compliance, organisational improvement and performance, audit activities and risk management. Internal Audit supports ARIC through the delivery of a risk-based audit program. In 2025, Council endorsed the Internal Audit Strategy 2025–2028 and the Strategic Internal Audit Program (SIAP) to strengthen alignment with Council's risk profile.

Current Situation

The Guidelines for Internal Audit and Risk Management in NSW Councils require the ARIC Chairperson to provide the governing body with an annual assessment on the effectiveness of the ARIC. This is done through the preparation of an ARIC Annual Report.

Throughout 2025, the ARIC:

• Reviewed the General Manager's Internal Audit & Risk Management Attestation
• Endorsed the Internal Audit Strategy and the Strategic Internal Audit Program

- Oversaw major capital and operational projects including the Enterprise Resource Planning (ERP) System Project
- Monitored long term financial sustainability and asset valuation improvements
- Reviewed internal audits and monitored implementation of audit recommendations
- Assessed enterprise risk management performance, noting that 98% of risks remained within tolerance thresholds
- Received updates on cyber security, WHS, service reviews, compliance monitoring, Children's Services operations, and business improvement initiatives

The ARIC's effectiveness review returned an overall rating of 4.6/5, affirming the Committee's positive contribution to governance and assurance. The effectiveness survey is completed by ARIC members and consolidated results are discussed at an ARIC meeting.

Internal Audit met all KPIs, including customer satisfaction of 4.65/5 and ARIC satisfaction of 4/5. The Strategic Internal Audit Program 2025 – 2028 established a three-year roadmap covering 30 audits across governance, compliance, operations and cross-functional areas.

Audits finalised during 2025 identified improvement opportunities in community facilities management, ethical behaviour frameworks, public health compliance, Children's Services governance, volunteer management and waste/resource recovery. Of 425 accepted recommendations, 334 (79%) are complete, including 115 of 162 high-priority recommendations. Of the 47 remaining open high-priority recommendations, 22 are overdue and 25 are not yet due. The 22 overdue recommendations have been reviewed by the relevant directors, and revised due dates have been approved. None of the open high-priority recommendations are at risk of non-implementation.

It is worth noting that the current number of the overdue high risk recommendations is sitting at 17.

Conclusion

Internal Audit and ARIC continue to strengthen Council's governance, assurance and risk-management environment. Priorities for 2026 include major project oversight, long-term financial sustainability, ongoing uplift of risk and governance frameworks and continued monitoring of compliance and audit recommendation implementation.

RECOMMENDATION

> That the information contained in the report on ARIC Annual Report and Internal Audit Annual Report 2025 be received.

ATTACHMENTS/APPENDICES

1. ARIC Annual Report 2025   14 Pages   Attachments Included
2. Internal Audit Annual Report 2025   2 Pages   Attachments Included

CONFIDENTIAL BUSINESS

DELIVERY PROGRAM REPORTS

CONTENTS

Pecuniary Interests

Other Interests

Monday March 9 2026

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 (other than Councillors);

(b)   the personal hardship of any resident or ratepayer;

(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.

(h)   information concerning the nature and location of a place or an item of Aboriginal significance on community land.

(i)   alleged contraventions of any code of conduct requirements applicable under section 440.

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 Committee 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 3

2   Working draft Kingswood-Werrington Structure Plan

   This item has been referred to Committee of the Whole 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.

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ATTACHMENTS
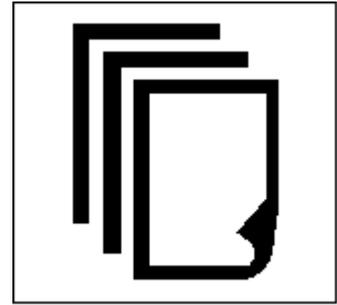
Date of Meeting: Monday 9 March 2026

Report Title: Penrith Litter Prevention Strategy and Roadmap

Attachments: Councillor memorandum - Waste and Sustainable Materials Litter Prevention Grant Progress
Litter Preventation Plan Draft
Litter Preventation Roadmap Draft

Memorandum

Reference:	M562
To:	All Councillors
From:	Aisha Poole, Head of Waste and Resource Recovery
Date:	29 September 2025
Subject:	**Waste and Sustainable Materials Litter Prevention grant progress update**

This memorandum is to inform Councillors of progress to date on Council's Waste and Sustainable Materials (WASM) Litter Prevention grant for strategic development and capacity building, including development of a Litter Prevention Plan and Roadmap to be presented to Council in early 2026.

Council was successful in attaining an $80,000 grant from the NSW Environment Protection Authority (EPA) as part of the WASM Litter Prevention Grants Program. This grant is supporting the development of a Penrith Litter Prevention Plan and Roadmap, which will be a 5-year plan for litter prevention across the LGA. The Plan and Roadmap will include:

- litter prevention targets
- strategic directions
- actions for Council.

The Roadmap will enable Council to apply for future funding for implementing proposed actions – the WASM Litter Prevention Grants Program also has funding available for roadmap implementation, including up to $450,000 over 3 years.

To prepare the Litter Prevention Plan and Roadmap, a Steering Group of relevant staff has been formed. This group includes representatives from Waste & Resource Recovery, City Presentation, Strategic Asset Management, Environmental Health & Compliance and Future Directions & Resilience. The Steering Group's first meeting is scheduled for 8 October 2025. These meetings will ensure strategic initiatives have the appropriate governance required across relevant departments.

A consultant has been engaged to assist with stakeholder engagement and development of the Plan and Roadmap.

Stakeholder engagement will take place over the next 3 months and will include:

- internal meetings and workshops to seek input from relevant departments.

- external meetings with relevant stakeholders including the EPA, other major land managers in the LGA, local business groups, independent contractors working with litter and relevant NGOs.
- a simple community questionnaire.

The Litter Prevention Plan and Roadmap will be drafted for presentation to Council in early 2026. The intention is to present the draft Litter Prevention Plan and Roadmap first to the Waste Strategy Working Group in mid-February, then to a full Council meeting in March.

The development of a Litter Prevention Plan and Roadmap aligns with Council's existing Waste & Resource Recovery Strategy, which states our commitment to reducing incidence of litter. The project aligns with Council's Operational Plan action areas of:

- **Waste & Resource Recovery Action: 1.2.2a** - Increase targeted waste and recycling stream options available to residents and businesses to increase diversion rate from landfill.
- **Environmental Health Action: 1.3.3b** - We will develop a Stormwater Improvement Strategy to protect the water management values of Penrith for our community and minimise impact on water management and the environment.

If you have any questions about this matter, please contact me on 0407 900 194.

Aisha Poole

Head of Waste and Resource Recovery

DRAFT
PENRITH
LITTER
PREVENTION
PLAN
2026-2031

STATEMENT OF ABORIGINAL AND TORRES STRAIT ISLANDER RECOGNITION

Council values the unique status of Aboriginal people as the original custodians of lands and waters, including the lands and waters of Penrith City. Council values the unique status of Torres Strait Islander people as the original custodians of the Torres Strait Islands and surrounding waters. We work together for a united Australia and City that respects this land of ours, that values the diversity of Aboriginal and Torres Strait Islander cultural heritage and provides justice and equity for all.

CONTENTS

1 INTRODUCTION

1.1 BACKGROUND

This Litter Prevention Plan 2026-2031 (The Plan) has been prepared to guide Penrith City Council's approach to litter prevention over the next 5 years.

It replaces Penrith City Council's previous Litter Management Strategy and complements the Waste and Resource Recovery Strategy 2025-2031.

It builds on work undertaken during the last 5 years, including:

- A social research study of Western Sydney residents, focused on their attitudes to litter and perceptions of litter management.

- Analysis of litter management costs for Penrith City Council.

- Litter monitoring undertaken in the Penrith LGA by the NSW Department of Climate Change, Energy, Environment and Water (DCCEEW).

Accompanying this Plan is a separate *Litter Prevention Roadmap*, which has been prepared using the EPA's template to enable application for a litter prevention strategic implementation grant under the NSW Government's Waste and Sustainable Materials (WASM) program.

1.2 PURPOSE OF THIS PLAN

This Litter Prevention Plan outlines Council's commitment to expand our focus: from litter management to a more proactive and holistic approach to litter prevention.

The Plan sets out the actions we will take over the next five years, to promote litter prevention in our City. It identifies actions we can take with and without the support of the WASM grant funding.

This plan recognises that litter prevention is a shared responsibility, with all levels of government and the community playing a role. While it is focused on Council's actions, these have been planned to complement and support the actions of others.

1.3 VISION AND FOCUS AREAS FOR LITTER PREVENTION

OUR VISION

We care for Penrith's places by taking a data-driven, systematic, proactive and collaborative approach to litter prevention.

OUR FOCUS AREAS

Build a data-driven approach to litter prevention. To ensure our approach is as efficient and as effective as possible, we will use information, data analysis, key performance indicators, and targets to guide our strategies, plans, decisions, and actions. With ongoing monitoring, evaluation and review, we will refine and improve our approach over time.

Build a 'One Team' approach to litter prevention. To foster alignment and synergies within the organisation, enhance role clarity, leadership identity and cohesion.

Target high priority littered items, places. pathways and behaviours. To bring about a meaningful impact on the quantity of litter being incorrectly disposed and escaping into the environment in the Penrith LGA, we will focus our efforts on key littered items and litter hotspots.

Engage with others to learn and collaborate. To build on our strengths and improve our approach over time, we will engage with other organisations to learn from the experience of others, and we will establish productive partnerships with organisations who can add value to our litter prevention initiatives.

1.4 HOW THIS PLAN WAS DEVELOPED

This Plan was developed with the support of a strategic litter prevention grant from the NSW Government's Waste and Sustainable Materials (WASM) program.

Its content was developed with input from a Steering Group, including representatives from the following Council teams:

- City Presentation
- Environmental Health and Compliance
- Future Directions and Resilience
- Strategic Asset Management
- Waste and Resource Recovery

The Steering Group met for three workshops during the development of the Plan.

1.5 HOW THIS PLAN ALIGNS WITH COUNCIL'S STRATEGIC PRIORITIES

WHERE THIS PLAN FITS IN

This Plan delivers on the Penrith Community Strategic Plan, which sets out our community's shared vision that:

> "We are proud to be Penrith – a great place to live, a region of opportunity and connection.
>
> "Our community and City are thriving.
>
> "We care for each other and our place."

It supports the following specific strategies in the Community Strategic Plan:

- 1.1 Enhance natural spaces and protect environmental quality
- 4.3 Ensure public spaces and facilities are pleasant and fit for diverse needs and uses
- 5.4 Manage resources sustainably for current and future generations.

This Plan also aligns with other key Council strategic plans including the Waste and Resource Recovery Strategy 2025-2031, draft Penrith Biodiversity Strategy 2026–2036, Penrith Economic Development Strategy 2023-2031 and the Penrith Visitor Economy Strategy 2023-2030.

INTEGRATED PLANNING AND REPORTING FRAMEWORK

Council is required to plan and report in line with the Integrated Planning and Reporting (IP&R) Framework. This framework recognises that Council's various plans and policies inter-relate and outcomes should be aligned to maximise efforts and add value.

The Litter Prevention Plan reflects Council's values and aligns with the outcomes within the Community Strategic Plan to enhance natural spaces and protect environmental quality, ensure public spaces and facilities are pleasant and fit for diverse needs and uses, and manage resources sustainably for current and future generations.

Actions in the Litter Prevention Plan will be embedded within Council's Delivery Program and Operational Plan, and a Resource Plan will be developed and aligned with the Resourcing Strategy to determine how Council will deliver on these actions and our commitment to prevent litter in Penrith.

2 LITTER

2.1 WHAT IS LITTER?

Litter is anything unwanted that has been thrown away, blown away or left in the wrong place. Common litter items are takeaway and beverage items, confectionery and snacks, drink containers (plastic and metal), cigarette butts, small pieces of paper, bottle caps, plastic straws, and pieces of glass bottles.

While litter can include a broad range of items, there is a distinction between littering and illegal dumping: littering involves smaller individual items deposited or accidentally allowed to escape into the environment, while illegal dumping refers to depositing larger amounts of waste

Note that litter and illegal dumping are both defined in more detail in the NSW *Protection of the Environment Operations Act 1997 (POEO Act).*

2.2 LITTER IN THE PENRITH LGA

LITTERED ITEMS

Across NSW, common litter items are takeaway food packaging, beverage containers, confectionery and snack packaging, cigarette butts, small pieces of paper and plastic, bottle caps, plastic straws, and pieces of glass bottles.

The NSW Government monitors litter across the state using the Key Littered Items Study (KLIS) and Australian Litter Measure (ALM).

NSW KLIS data from 2024-25 is shown in Figure 1. This shows that confectionery wrappers and snack bags, foil, and other plastic bags are the top 3 litter items, accounting for 34% of littered items. The top 10 items account for 57% of all litter.

Other findings from the NSW KLIS for 2024–25 included:

- By category, **takeaway and beverage items** (24%) were the biggest contributor to litter density in NSW, followed by **confectionery and snacks** (20%).

- By category, **CDS eligible beverage containers** (39%) are the biggest contributor to litter volume, followed by **takeaway and beverage items** (33%).

- **Confectionery wrappers and snack bags** (19%) were found to be the most-littered item, followed by **foil other** (9%).

- By material, **plastic** items accounted for by far the largest share of total litter, by density (74%) and volume (67%).

Local research shows that similar littered items are also common in the Penrith LGA. ALM data collected by DCCEEW in Penrith LGA between June 2022 to December 2024 showed that nearly 70% of litter items were plastic. While cigarettes were the single most common (27%) littered item, food and beverage packaging was also common, including many different item types.

The top 12 whole littered items found in the ALM surveys in Penrith LGA during 2022-24 were:

1. Cigarette butts and filter
2. Aluminium packaging and foil wrap
3. Food and confectionary wrappers
4. Other plastic items
5. Paper tissues and napkins
6. Fruit/vegetable/food
7. Plastic beverage container lids and caps
8. Metal lids, bottle tops, can ring pulls
9. Cigarette packet cellophane wrap
10. Paper and cardboard packages & boxes
11. Lollipop sticks
12. Paper receipts, dockets and tickets

When fragments/pieces of items are included most would rank very highly on the list above:

2nd - Soft plastic film pieces

3rd - Paper and cardboard fragments

5th - Hard plastic fragments

7th - Foam and polystyrene pieces

The WSROC Litter Social Study 2023, which surveyed 100 participants living in the Penrith City LGA, found that takeaway food packaging, coffee cups, food scraps, face masks and chewing gum were the highest proportions of littered items perceived by the community. People may be more likely to notice items that are easier to see on the ground, or those that are particularly unpleasant.

Litter density by item: 2024-25
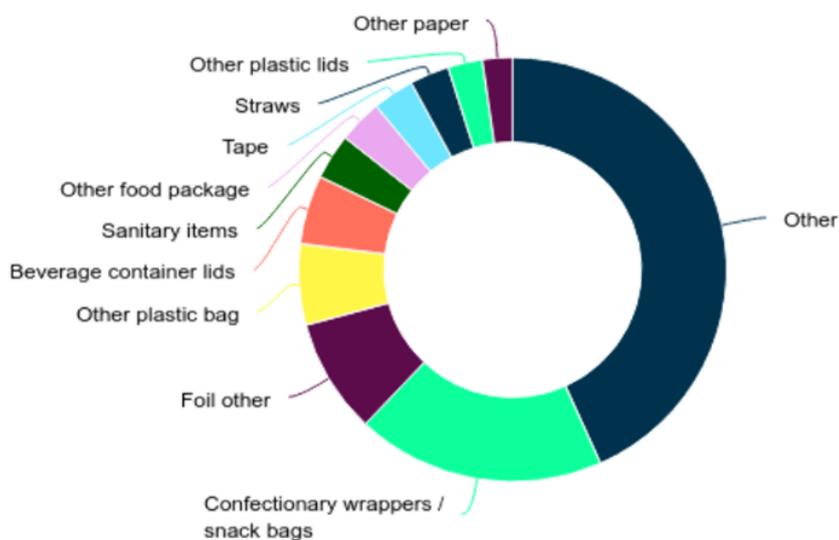
Figure 1: Top 10 most-littered items recorded by the KLIS across NSW in 2024–25, by density (source: EPA NSW).

LITTERED PLACES

ALM data collected by DCCEEW over 2022-24 showed that retail sites across the LGA had the highest density of litter of all the sites investigated. Figure 2 shows ALM results summarised by site type (Industrial, Residential, Retail and Recreational Park).

The WSROC Litter Social Study 2023 found that the top 3 places respondents saw litter in Penrith City LGA were along roadsides, parking areas, bushland, and rivers/creeks. Roadsides and parking areas can be hotspots in all sorts of land use types. Litter is often noticeable in waterways because it is carried by stormwater into waterways downstream of urban areas. People may also be more likely to notice litter when it is in the natural environment (e.g. in waterways or bushland), as it seems particularly out of place in this context.
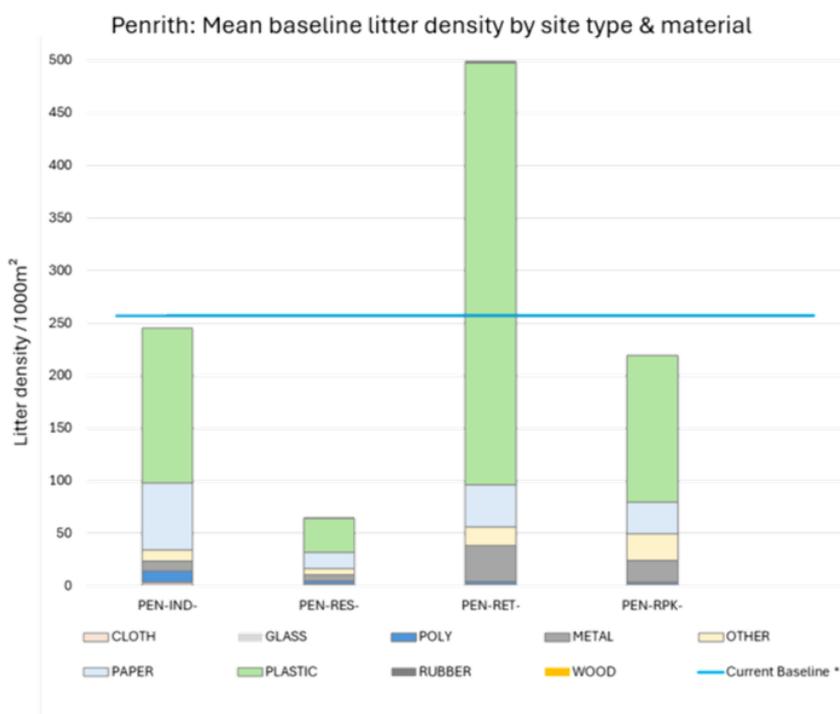
Figure 2: Mean litter density by site types (Industrial, Residential, Retail and Recreational Park), divided by material, across AusLM surveys in the Penrith LGA (source: DCCEEW 2025)

LITTERING BEHAVIOUR

Littering behaviour is often out of sight and relatively few people self-report or even identify their own littering behaviours, therefore it can be challenging to identify and target littering behaviours.

According to the NSW Litter Prevention Kit (NSW EPA, 2013):

- People are less likely to litter in areas that are already clean.

- People are less likely to litter when adequate bins are provided and bins are clean.

- People are more likely to litter when getting onto transport (bus stops) or when they think they are not seen.

- Some items are not seen as litter to some people (e.g. food scraps, cardboard), or is considered acceptable as it is small (e.g. cigarette butts). This may affect self-reporting rates.

The WSROC Litter Social Study 2023 found that 73% of respondents from Penrith LGA said they had not littered in the last 12 months, with only 9% admitting to some littering during this period. Meanwhile, 44% of Penrith respondents in this study agreed that they had seen people litter from vehicles.

Other key littering behaviours observed by PCC staff included:

- Litter left behind after sporting events, from junior sports games to major events

- Litter escaping domestic bins on collection day

- Fast food litter being thrown from vehicles, consistent with the WSROC study.

2.3 COSTS OF LITTER

Cleaning up litter is expensive and takes up valuable time and resources that could be spent on other community needs.

The costs involved in managing litter are distributed across many different parts of the

organisation and therefore, in the past, the costs involved in managing litter have not been clear. Recently, Penrith City Council reviewed the costs involved in managing litter during the 2021-22 financial year. Costs were identified in the following categories:

- Clean up and collection of litter disposed in public place litter bins

- Clean up and collection of litter on the ground, in the stormwater system, etc. (not in bins)

- Education and engagement

- Strategy and planning

- Enforcement

- Administration

- Disposal or processing

- Infrastructure or equipment

The total identified costs across all these categories were $3.17 million. Note that this is an underestimate of Council's total litter management costs, as not all costs were able to be identified.

The breakdown of costs into the above categories is shown in Figure 3. This shows that 75% of the total costs involved in managing litter are associated with clean up and collection of litter on the ground, in the stormwater system, etc. (not in bins). The next largest portion (16%) of costs are associated with clean up and collection of litter disposed in public place litter bins, and then 8% of costs are associated with disposal or processing. Very little spending was identified in 2021-22 on education and engagement, strategy and planning, enforcement, administration, infrastructure or equipment.

Costs were further broken down to identify the proportion of education and engagement, strategy and planning, enforcement, administration, disposal or processing, infrastructure or equipment costs associated with litter disposed in public place litter bins (Public Place Waste) vs. litter not in bins (Litter Only). Figure 4 shows the total breakdown of costs into

these two streams. This shows that 80% of the total identified costs are associated with litter that is not in bins.

Furthermore, it was estimated that in 2021-22, the total quantity of litter collected from public place bins was approximately 520 tonnes, while the total quantity of litter collected from the ground, stormwater system, etc (not in bins) was approximately 530 tonnes. Therefore, 80% of the costs are associated with just 51% of the total tonnes collected.

Figure 3: Penrith City Council litter costs 2021-22 – breakdown by activity
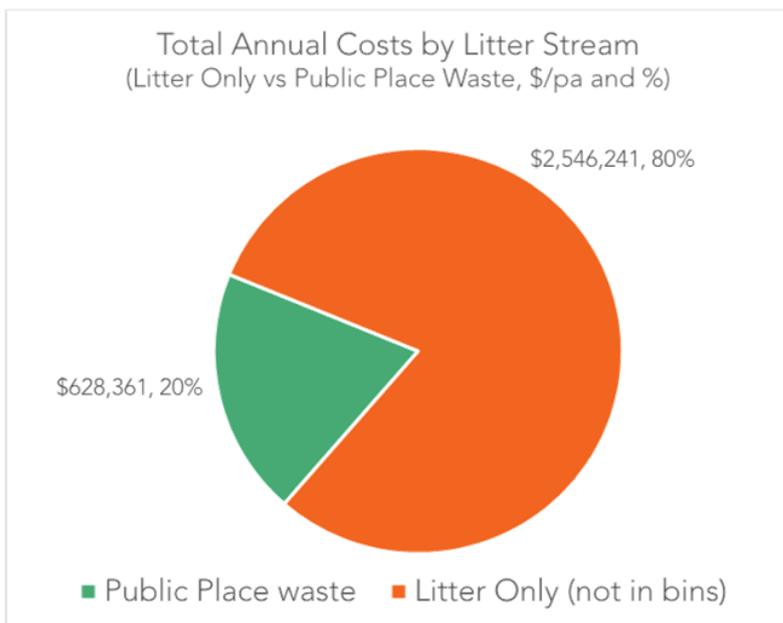
Figure 4: Penrith City Council litter costs 2021-22 – breakdown by litter stream

2.4   IMPACTS OF LITTER

Beyond the costs to Council, litter has negative impacts on the local community, environment and economy.

COMMUNITY IMPACTS

Litter detracts from the community's goals (identified in the Community Strategic Plan) to:

- Enhance natural spaces and protect environmental quality

- Ensure public spaces and facilities are pleasant and fit for diverse needs and uses.

ENVIRONMENTAL IMPACTS

Penrith City LGA drains to the Hawkesbury-Nepean River system, both directly and via a number of tributaries. Litter has the potential to cause harm to these waterways and their ecosystems.

The Hawkesbury-Nepean River and its tributaries support diverse aquatic and riparian flora and fauna including threatened species and endangered ecological communities.

Penrith's Draft Biodiversity Strategy notes that litter poses a particular threat to platypus.

ECONOMIC IMPACTS

Both the Penrith Economic Development Strategy 2023-2031 and the Penrith Visitor Economy Strategy 2023-2030 outline Council's role in supporting the local economy, including providing and maintaining critical infrastructure and services, including vibrant town centres, beautiful city parks and safe and walkable tree-lined streets. Litter detracts from the amenity of town centres, parks, and streets.

3 LITTER PREVENTION

3.1 WHAT IS LITTER PREVENTION?

Litter prevention includes a range of activities designed to prevent litter being incorrectly disposed. The seven pillars of litter prevention described in the NSW Litter Prevention Framework 2022-2030 are:

1. **Source control**: reducing or eliminating items and material before they are created or introduced into the economy, in order to reduce waste and litter. For example, NSW's recent phase-outs of single use plastics including lightweight shopping bags, cutlery, straws, and other takeaway items.

2. **Diversion to a circular economy**: developing incentives and programs to divert key items that would otherwise be littered, towards recycling and reuse initiatives. For example, NSW's Return and Earn Container Deposit Scheme.

3. **Education, awareness and engagement**: Education seeks to change knowledge, attitudes, skills and/or behaviour. Awareness involves drawing attention to, and inviting engagement with, an issue about which knowledge, skills and/or behaviour need to be changed. Engagement requires reaching out to join with others to learn together and co-produce changes in knowledge, skills and/or behaviour.

4. **Regulation and enforcement**: Littering is an offence in NSW under the *Protection of the Environment Operations Act 1997*. Local government and many State agencies can enforce litter laws to encourage positive disposal behaviour by increasing the perception that you will be seen and fined if you litter.

5. **Infrastructure and clean-up**: management of local public places, using place-based approaches to ensure they remain well-presented. For example, clean, well-functioning public place infrastructure, such as footpaths, street furniture or signage, helps reduce littering by sending a message that litter doesn't belong. The right bin in the right place makes it easier for people to dispose of their rubbish correctly.

6. **Targeted programs to stop litter dispersal**: initiatives designed to deal with specific items, practices and pathways that lead to the dispersal of litter into the wider environment. For example, NSW's Cigarette Butt Litter Prevention Program and Streets to Sea Program.

7. **Evaluation, monitoring and research**: Anyone who tackles litter needs to know what works, what does not work, and why. The NSW EPA Litter Data Framework has been established to measure and monitor litter in NSW and to better deliver litter prevention projects, programs and policies. This is one part of an integrated litter prevention monitoring and evaluation program.

3.2 LITTER PREVENTION FRAMEWORKS, TOOLS AND RESOURCES

NSW EPA provides resources including frameworks, tools, research and reporting that is designed to support local government and other stakeholders in their litter prevention efforts.

Key frameworks and tools, which have informed the development of this Litter Prevention Plan, are briefly described below.

By aligning with the NSW EPA's approach, this helps ensure that:

- We are informed by the latest research relevant to litter prevention in NSW.

- We are following the same methods for data collection, so our local data is compatible and comparable with other litter data in NSW.

- Our litter prevention efforts align with current best practice approaches for litter prevention in NSW.

- We are more efficient in our efforts, by utilising available resources and avoiding 'reinventing the wheel'.

- We are eligible to apply for relevant funding from NSW EPA to extend our litter prevention efforts.

LITTER PREVENTION TOOLKIT

The NSW EPA's Litter Prevention Toolkit includes guidance to run an effective place-based litter prevention project. Five steps are recommended:

1. STEP 1: Gather evidence about the problem and possible solutions.

2. STEP 2: Choose actions that will succeed Use the five key factors that we know drive litter behaviour:
   - Cleanliness
   - Infrastructure
   - Education and awareness
   - Enforcement
   - Involvement

3. STEP 3: Know how you will measure your effectiveness.

4. STEP 4: Involve the people who will be affected.

5. STEP 5: Celebrate success, provide feedback, and share results.

OWN IT AND ACT FRAMEWORK

The Own it and Act framework is a capacity building tool, designed to help organisations embed litter prevention principles, policies and practices into business-as-usual operations.

Penrith City Council has worked through the Own it and Act framework with the NSW EPA to identify our strengths, weaknesses, opportunities and threats, and to set goals for organisational capacity building. This forms a key part of our Litter Prevention Roadmap, accompanying this plan.

LITTER DATA FRAMEWORK

The NSW EPA Litter Data Framework has been developed for use by the NSW EPA and its partners to measure and monitor litter in NSW to better deliver litter prevention projects, programs and policies.

Key elements include:

- The **Local Litter Check** (LLC) and **Butt Litter Check** (BLC) for measuring litter in specific places (e.g. in hotspots).

- The **Australian Litter Measure** (ALM) for measuring litter from local to state scale (e.g. across the LGA).

- The **Key Littered Items Study** (KLIS) to measure litter in estuaries (litter that has been carried by waterways and accumulated in intertidal vegetation).

EPA reports annually on statewide litter data and progress towards the NSW litter prevention targets. There is more information on page 12.

Litter data available from NSW EPA provides useful information on trends affecting the quantities and types of litter in NSW as a whole. While we expect local variation in litter types and quantities, this state-level information is relevant to us, to understand the broader context within which we operate.

LITTER RESEARCH

EPA often publishes research resources relevant to litter prevention. These include recent reports on the following topics:

- Littering behaviour, perceptions and trends.
- The indirect costs of litter and community willingness to pay for reduced litter.
- Litter leakage from waste collection services.

- The effectiveness of fines in reducing and preventing littering behaviour.
- Vaping device use and recovery systems.
- Strategies for effective Cigarette butt litter prevention.

LITTER LIBRARY

EPA's Nature Hates a Tosser Campaign is designed to target high frequency littering behaviours. The campaign is based on research about who litters, why they litter, and what kind of messages are most likely to be noticed and contribute to behaviour change.

Campaign resources are available in the EPA's Litter Library for use by local councils and others.

MORE INFORMATION: PROGRESS TOWARDS NSW LITTER PREVENTION TARGETS

The *Waste and Sustainable Materials Strategy 2041* and the *NSW Plastics Action Plan* have set 2 litter reduction targets for NSW:

- 30% reduction in plastic litter items by 2025

- 60% reduction in all litter items by 2030

The baseline for these targets is the average of the 8 quarterly counts across 2018 and 2019 using the KLIS. Progress towards these targets is being measured using the KLIS.

The 2025 plastic litter reduction target is achieved. Based on the most recent available data (2024–25), the number of plastic litter items per 1000m^2 decreased by 45% compared to the baseline years (2018–2019). This exceeds the plastic litter target, and represents the third year in a row that the target has been met.

In 2024–25, the number of all litter items per 1000m^2 had decreased by 42% since the baseline years (2018–2019).

The chart below shows the trends in litter density for plastic litter and all litter since the baseline years. There were wide fluctuations in the annual averages in the three years preceding the 2023–24 financial year, influenced by a combination of the effects of COVID-19 and La Nina weather events. In recent years, this trend seems to have settled out somewhat, showing an overall decline in litter densities since the baseline years.

Progress toward the NSW litter targets
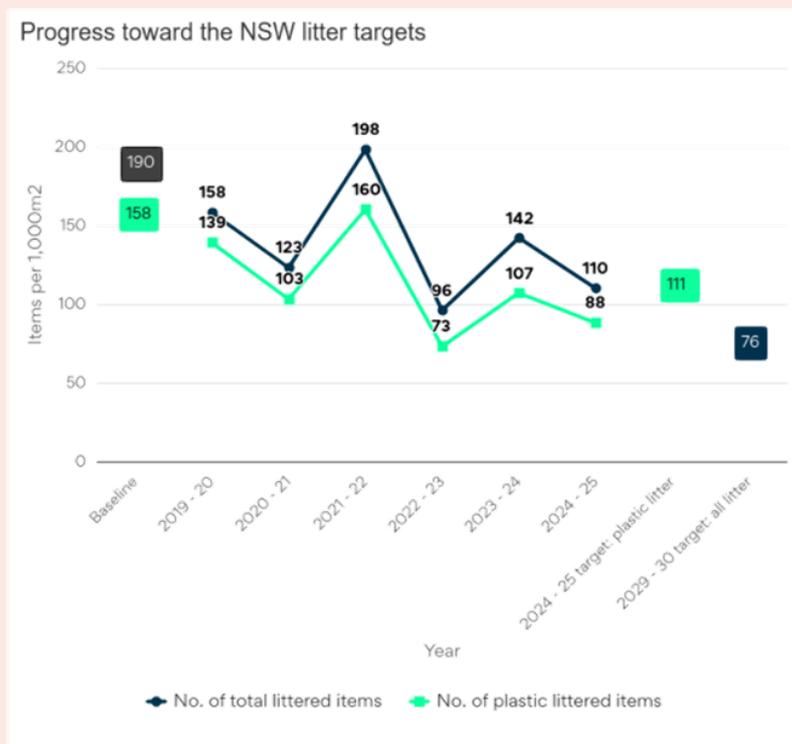
Progress towards NSW litter targets (Source: NSW EPA)

3.3 COUNCIL'S ROLES IN LITTER PREVENTION

Litter prevention is a shared responsibility, where Council works collaboratively with other levels of government, businesses, non-government organisations, and the community.

We can identify areas where our role is more direct and influential. The concepts of control, influence and concern help to define our sphere of power, identify where to focus our efforts, and accept our limitations:

- **Circle of control**: areas over which local government has direct responsibility, authority, and control. We can take direct actions.

- **Circle of influence**: areas which local government does not fully control but can affect through advocacy, partnerships, and lobbying. We can take collaborative actions.

- **Circle of Concern**: broad, macro-level issues that are relevant to local litter prevention but are outside the direct power or influence of the local council. We have limited influence but can manage local impacts.

Table 1 summarises Penrith City Council's roles in litter prevention, including examples.

Table 1: Council's roles in litter prevention

Aspects of litter prevention	Council's level of influence	Council's roles
Source control	Concern	Advocacy for national and state policies that improve source control
Diversion to a circular economy	Influence	Supporting the local transition to a circular economy Our Waste and Resource Recovery Strategy includes actions to support local businesses with their transition to a circular economy. Council also supports the NSW Return and Earn scheme by providing local locations for reverse vending machines.
Education, awareness and engagement	Influence	Engagement with diverse local communities We provide waste and resource recovery education in schools including litter education, and share litter prevention messages with the broader community via social media.
Regulation and enforcement	Partial control	Local implementation of state litter regulations Council's authorised officers (e.g. Rangers) can enforce litter laws.
Infrastructure and clean-up	Control (in public places managed by Council)	Provision of infrastructure and cleansing in public places In public places that are managed by Council, we provide infrastructure including litter bins, and we undertake regular cleansing including litter picking and street sweeping.
Targeted programs to stop litter dispersal	Partial control	Management of the local stormwater system Council manages the local stormwater system. This includes maintaining devices (Gross Pollutant Traps) that trap litter.
Evaluation, monitoring and research	Partial control	Monitoring and evaluation of our own programs We monitor and evaluate the outcomes of our own programs, which can include local litter monitoring and evaluation of local litter prevention activities.

3.4 KEY STAKEHOLDERS

Table 2 identifies stakeholders with an interest in litter prevention in the Penrith LGA. These stakeholders could all potentially play a role supporting the implementation of this Plan.

Table 2: Stakeholders

Name	Role in litter prevention in Penrith LGA
Veolia	Council's current contractor responsible for collection of street litter bins.
Clean Up Australia (CUA)	We work with Clean Up Australia each year. We are aware that they are currently delivering a litter prevention roadmap and may be looking for potential partners where they can deliver local on-ground initiatives.
No More Butts (NMB)	We have identified cigarette butt waste and waste from disposable vapes and e-cigarettes as a littered item of concern in our LGA. An opportunity exists to partner with No More Butts, who have a mission for "ridding the world of tobacco waste". We are aware that they may also be looking for potential partners where they can deliver local on-ground initiatives.
The Parks Regional Waste Group (formerly Macarthur Strategic Waste Alliance - MSWA)	Penrith City Council worked with MSWA from 2022 to assist in developing the MSWA Regional Waste Strategy 2023-2027. This includes some actions supporting litter prevention, which may help support our efforts.
Western Sydney Regional Organisation of Councils (WSROC)	Penrith City Council is not currently a member of WSROC, but has been a member previously. We worked with WSROC on their Regional Litter Plan 2016-2021 and in the development of their Western Sydney Litter Prevention Roadmap 2023-2027.
Neighbouring Councils	We connect with our neighbouring councils managing similar issues, to share information, learn from each other's experience, and sometimes collaborate on joint initiatives.
NSW EPA	Beyond the resources outlined in Section 3.2, EPA is also relevant as a funding partner. Funding from EPA has supported the development of this Plan and we will apply for another to EPA grant to support its implementation.
Local businesses, sports clubs, etc.	Support from businesses, sports clubs, and other local organisations would be valuable to identify specific littering behaviours and prevent litter at hotspots.

4 WHERE DO WE WANT TO BE?

4.1 VISION

Our vision for litter prevention in the Penrith LGA:

> We care for Penrith's places by taking a data-driven, systematic, proactive and collaborative approach to litter prevention.

This vision draws on elements from the Penrith community's vision, as expressed in the Community Strategic Plan *Penrith 2041+*, Council's Waste and Resource Recovery vision, as expressed in the *Waste and Resource Recovery Strategy 2025*, and the Own it and Act Framework, through which we identified opportunities to improve our approach to litter prevention.

4.2 OBJECTIVES

Supporting this vision, our litter prevention objectives are:

1. To exceed the **targets** of the NSW Waste and Sustainable Materials Strategy 2041, including its target for 60% reduction in litter by 2030.

2. Take a **proactive** approach to high priority littered items, places, pathways and behaviours, with a **target to reduce litter in hotspots** in the Penrith LGA by 50% over the 5 years from 2026-2031.

3. Build a **data-driven** approach to litter prevention

4. Build a '**One Team**' approach to litter prevention

5. To **engage with others** to learn and collaborate.

4.3 PRINCIPLES

Supporting the vision and objectives outlined above, Table 2 outlines four principles underpinning this Litter Prevention Plan.

Table 3: Principles underpinning this plan

Principles	What this means in this Litter Prevention Plan
Data-driven	Currently we have limited quantitative information available on litter, but we have the tools to implement litter monitoring and cost of litter tracking, so that we can improve our key performance indicators and quantitative targets. Improved litter data should also help us build the business case for investment in litter prevention.
Systematic	There are many different teams in Council with potential roles to play in litter prevention. We have opportunities to clarify roles and work more collaboratively across internal boundaries, which aligns with our organisational objectives to apply a 'One Team' lens to organisational design and improve role clarity, leadership identity and cohesion.
Proactive	Past litter prevention initiatives have either been too broad to produce measurable outcomes, or very focused on specific sites. There is potential for us to take a more proactive approach to target key littered items, places, pathways and behaviours and build a track record of sustainable litter prevention outcomes.
Collaborative	We could do more to learn from and collaborate with others on litter prevention. This plan identifies stakeholders and potential future partners who could add value to our approach.

5 ACTION PLAN

The action plan provided on the following pages includes a high-level list of actions to support delivery of each of this Plan's objectives.

Actions are organised into the following focus areas:

1. Building a data-driven approach to litter prevention.

2. Building a 'One Team' approach to litter prevention.

3. Targeting high priority littered items, places, pathways and behaviours.

4. Engaging with others to learn and collaborate.

Each action is followed by a brief list of points to explain what it would involve, in two cases:

- "Without grant" – work that Council would complete using existing internal resources.

- "With grant" – additional work that Council would be able to complete if we are successful in our application for a WASM litter prevention strategic implementation ('Stream 3') grant.

Each action also includes information on the timeframe over which it would be implemented. The 5-year implementation timeframe for this Plan is 2026-2030.

16

PENRITH LITTER PREVENTION PLAN

5.1 BUILDING A DATA-DRIVEN APPROACH TO LITTER PREVENTION

To ensure our approach is as efficient and as effective as possible, we will use information, data analysis, key performance indicators, and targets to guide our strategies, plans, decisions, and actions. With ongoing monitoring, evaluation and review, we will refine and improve our approach over time.

Key elements of a data-driven approach include:

- Data collection, analysis, and interpretation
- Making informed decisions and embedding these into strategies and plans
- Continuous refinement.

These elements are reflected in the actions outlined below.

ACTIONS

Actions	Timeframe				
	YR1	YR2	YR3	YR4	**YR5**
1.1 Establish and maintain systems and processes for monitoring litter, litter management activities, and community perceptions about litter					
Without grant: • Basic tracking of litter management costs					
With grant: • Local Litter Checks at key hotspots • ALM monitoring • Improved tracking of litter management costs • Community surveys					
1.2 Embed litter prevention into Council's Integrated Planning and Reporting Framework					
Without grant: • Integrate relevant information from this Plan into higher-level strategic plans as appropriate					
With grant: • When plans including the Community Strategic Plan, Delivery Program and Waste and Resource Recovery Strategy come up for review, strengthen the planning and reporting framework for litter prevention.					
1.3 Develop a business case for litter prevention funding					
Without grant: • Apply for future litter prevention grant funding opportunities.					
With grant: • Comprehensive business case to fund litter prevention beyond the 3-year Stream 3 WASM grant, including a case to maintain the Litter Prevention Officer position.					

5.2 BUILDING A 'ONE TEAM' APPROACH TO LITTER PREVENTION

On 1 July 2024, Penrith City Council adopted a new organisational structure to achieve greater alignment and synergies within the organisation, applying a "One Team" lens to organisational design. This review process aimed to enhance role clarity, leadership identity, and cohesion.

Council's "One Team" principles have informed this Litter Prevention Roadmap. The initiatives below are particularly focused on clarifying roles, governance arrangements, and promoting two-way communication and collaboration internally.

ACTIONS

Actions	Timeframe				
	YR1	YR2	YR3	YR4	**YR5**
2.1 Build staff capacity for litter prevention					
Without grant: • Allocate time for existing staff to undertake litter prevention initiatives via social media as part of their role					
With grant: • Create a specific Litter Prevention Officer role, recruit a Litter Prevention Officer • Provide ongoing training and professional development for the Litter Prevention Officer and other relevant staff					
2.2 Maintain the Litter Prevention Steering Group as the mechanism to connect with other teams at multiple levels in the organisation					
Without grant: • NA					
With grant: • Minimum quarterly Litter Prevention Steering Group meetings					
2.3 Embed litter prevention practices into other relevant teams and roles across the organisation					
Without grant: • Engage with relevant teams as needed.					
With grant: • Work with relevant teams to update Position Descriptions, workflows and Standard Operating Procedures.					

5.3 TARGETING HIGH PRIORITY LITTERED ITEMS, PLACES. PATHWAYS AND BEHAVIOURS

It is important that our litter prevention efforts result in a meaningful impact on the quantity of litter being incorrectly disposed and escaping into the environment in the Penrith LGA. Therefore, our objectives include litter prevention targets.

We are aware that action by the NSW Government (including single use plastic bans, Return and Earn, and other initiatives) have already contributed to significant progress towards the NSW target of 60% reduction in litter by 2030. However, we are also aware that the remaining reduction in litter required to meet the 60% target may be more challenging to achieve, and outcomes may not be evenly distributed across the state. We want to make sure we are taking on-ground action to support NSW-wide initiatives, to see the 60% target exceeded within Penrith LGA.

We will also focus on hotspots to be able to demonstrate tangible outcomes in more specific places, within a shorter time frame.

ACTIONS

Actions	Timeframe				
	YR1	YR2	YR3	YR4	YR5
3.1 Improve public litter bins, including systems and processes to manage these assets					
Without grant: • Update public place bin infrastructure as budget allows					

With grant:
    • Improve asset register and asset management systems for public place bins
    • Review and update guidelines for bin placement and bin types					

3.2 Prevent litter in high-priority hotspots, including retail areas, carparks, sports fields, and other parks					
Without grant: • NA					
With grant: • We will aim to tackle 4 hotspots each year					
3.3 Strengthen conditions for managing litter in Development Applications, venue hire conditions, and event agreements					
Without grant: • NA					
With grant: • Review conditions, audit compliance, identify opportunities for improvement and implement changes.					
3.4 Prevent litter leaking from private bins, including residential bins as well as commercial/industrial bins, skips					
Without grant: • NA					
With grant: • Review conditions, audit compliance, identify opportunities for improvement and implement changes.					

5.4 ENGAGING WITH OTHERS TO LEARN AND COLLABORATE

By engaging with other organisations also working in litter prevention, we can both:

- Learn from the experiences of others – particularly when we engage with peer organisations who are tackling similar litter prevention challenges.
- Establish productive partnerships – particularly with organisations who bring different skills

and experience, who can add value to our litter prevention initiatives.

When we engage with peers, we are also encouraged to reflect on our own experiences, recognise our strengths and weaknesses, and improve our approach over time.

ACTIONS

Actions	Timeframe				
	YR1	YR2	YR3	YR4	**YR5**
4.1: Maintain awareness of current best practice litter prevention approaches					
Without grant:					
• NA					
With grant:					
• Desktop review of information available online					
• Attend litter prevention forums					
• Meet with peer organisations in our region					
• Develop internal library of information resources					
• Share internally with Litter Prevention Steering Group					
4.2: Develop partnerships with collaborators					
Without grant:					
• NA					
With grant:					
• Meet with potential partners					
• Trial collaborative approaches					
• Develop longer term agreements.					

Penrith City Council Litter Prevention Roadmap

WASM Litter Prevention Grants Program

Contents

Building a roadmap (section provides context on future grant funding – will be deleted from final report)

Stream 3 funding allows for wide-ranging approaches to deliver strategic litter prevention

The Litter Prevention Roadmap details how we will work towards long-term litter prevention targets and deliver actions in the Penrith City Council Litter Prevention Plan.

This Roadmap shows the way we will track, manage and connect initiatives across teams and beyond our own organisation. Mapping these intersections of action and investment will show how our organisation will be involved and how these actions and activities work together.

The Roadmap has been prepared using a standard template, to enable Council to apply for funding from NSW EPA, via the Waste and Sustainable Materials (WASM) Litter Prevention Grants Program.

Together with our Litter Prevention Plan, this roadmap will become a guiding strategic litter prevention document for Penrith City Council.

commitments. As part of the application process, you will have developed a very high-level roadmap detailing how you intend to deliver identified long-term litter prevention targets both during and beyond the life of the funding cycle.

Your organisation already will have completed many of the tasks required to inform your roadmap. The roadmap aims to bring multiple sources of information together into one document and, in

Penrith City Council Litter Prevention Roadmap |3

doing so, clearly outline the collaborative path to be taken, the resource allocation required, and the investment needed.

Most importantly, you will use the insights gained from the Own it and Act (OIAA) consensus rubric to map your strategic delivery approach for the next four to five years and communicate the key actions to bring these things to fruition. These steps are expected to go far beyond what is funded by the NSW EPA.

A roadmap is different to a project plan. A project plan tracks every tactical project detail, but a roadmap provides an overview of the most important components and milestones (that is, the big picture) and aligns the focus, effort and investment of teams and organisations in achieving them.

Your roadmap will show the way you will track, manage and connect initiatives across teams and across organisations. Mapping these intersections of action and investment will show how your organisation is involved and how these actions and activities will work together. Your roadmap will also feature a five-year investment summary of the resources required and include, but not be limited to, the grant amount requested.

Your roadmap will supplement your Stream 3 Grant Application and will be assessed by the Technical Review Committee (TRC) during the assessment stage.

Your roadmap is iterative

'Road mapping' is an iterative approach. Your roadmap will have flexibility to make sure feedback, progress and opportunities can be acted on quickly, ensuring that responsive changes can be made along the way. This approach allows you to work with multiple stakeholders along your litter prevention journey in a way that maximises return on efforts and reduces the chances for duplication. It also means that, as new stakeholders or opportunities or needs emerge, your roadmap can respond. Your roadmap will identify key milestones where you will stop and reflect on progress and make adjustments if required. This process would include members of the NSW EPA Litter Prevention Unit (LPU) team.

Instructions for completing your roadmap

Your roadmap serves a dual purpose. Firstly, it is your organisation's guiding litter prevention plan for the next five years. Secondly, it will be used by the NSW EPA Technical Review Committee to assess a Stream 3 grant application. Therefore it is essential that you do the following:

- Complete ALL sections
- Use the templates provided for your responses
- Keep ALL question numbering in place
- Adhere to the page limits for ALL questions. Do not use font size less than 11pt. Where a response goes beyond a word limit, the TRC will not consider additional information in their assessment process.
- Do not delete any questions in the roadmap
- Do not delete any section of the template unless requested to do so in the instructions.

It is recommended that you change the language throughout the document to enable it to be read as standalone plan for your organisation. An example of this is provided below:

The roadmap template	Your completed roadmap

Penrith City Council Litter Prevention Roadmap |5

Q3. Describe your organisation and its role in litter prevention and litter management. (1-2 paragraphs outlining the role and reach of your organisation and key partnerships).	Below is a description of our organisation and our role in litter prevention and litter management. It provides a summary of the reach as well as key partnerships.

If you have any questions or concerns on how to develop your roadmap, or what information is required in any question, seek support from NSW EPA Litter Prevention Unit team at litter.prevention@epa.nsw.gov.au .

NOTE: This section (Building a roadmap) should be removed from your final roadmap.

Penrith City Council Litter Prevention Roadmap |6

Roadmap at a glance – a visual executive summary

1. Visual executive summary.

Litter Prevention Roadmap

Penrith City Council

Our vision

We care for Penrith's places by taking a data-driven, systematic, proactive and collaborative approach to litter prevention.

Targets

Penrith LGA as a whole should meet the NSW target of a 60% reduction in litter by 2030.

We also aim to reduce litter in hotspots in the Penrith LGA by 50% over the 5 years from 2026-2031.

Our current capacity

Own It & Act snapshot 2025

We have opportunities to strengthen our position on litter prevention, and to back this up with improved organisational arrangements, data collection, and on-ground projects.

Our litter costs

- Total $3.2 Million per annum
- $2.4 Million (75% of the total) is for cleaning up incorrectly disposed litter from the ground, stormwater devices, etc.
- Litter on the ground and in the environment detracts from our community's goals to protect environmental quality and ensure public spaces and facilities are pleasant and fit for diverse needs and uses.

Our litter problem

Key littered items: nearly 70% of litter items were plastic and cigarettes were the most common (27%) littered item.

Littered places: Retail sites are more littered than other places in Penrith, but litter is distributed across all land use types.

Littering behaviours: Littering behaviour is often out of sight, so it can be difficult to address directly. We need to apply a range of strategies, tailored to the local context.

Penrith City Council Litter Prevention Roadmap |7

How we will get there

Strategic Direction #1

Build a data-driven approach to litter prevention, using information, data analysis, key performance indicators, and targets to guide our organisation's strategies, plans, decisions, and actions.

Initiatives

- Establish and maintain systems and processes for monitoring litter, litter management activities, and community perceptions about litter
- Embed litter prevention into Council's Integrated Planning and Reporting Framework
- Develop a business case for ongoing litter prevention funding beyond the 3-year Stream 3 WASM grant

Strategic Direction #2

Build a 'One Team' approach to litter prevention, clarifying roles, governance arrangements, and promoting two-way communication and collaboration internally.

Initiatives

- Build litter prevention capacity within the WARR team
- Maintain the Litter Prevention Steering Group as the mechanism to connect with other teams at multiple levels in the organisation
- Embed litter prevention practices into other relevant teams and roles across the organisation

Strategic Direction #3

Target high priority littered items, places. pathways and behaviours, to achieve a meaningful impact on the quantity of litter being incorrectly disposed and escaping into the environment in the Penrith LGA

Initiatives

- Improve public litter bins, including systems and processes to manage these assets
- Prevent litter in high-priority retail, carpark, sports field and other recreational hotspots e.g. parks and reserves
- Strengthen conditions for managing litter in Development Applications, venue hire conditions, and event agreements
- Prevent litter leaking from private bins, including residential bins as well as commercial/industrial bins and skips.

Strategic Direction #4

Engage with others to learn and collaborate, both to learn from the experiences of others and to establish productive partnerships.

Initiatives

- Maintain awareness of current best practice litter prevention approaches
- Develop partnerships with collaborators and the community.

Penrith City Council Litter Prevention Roadmap |8

Context

2. The table below provides a high-level summary of our organisation and our role in litter management.

Describe your organisation and its role in litter prevention and litter management.
Our role Penrith Local Government Area (LGA) covers a total land area just over 400 square kilometres, with a mix of urban and rural land. The Penrith LGA borders the Blue Mountains to the west, Hawkesbury to the north, Blacktown and Fairfield to the east, Liverpool and Wollondilly to the south. The LGA's current population is approximately 220,000. The LGA is experiencing significant, ongoing population growth, with projections showing a rise to over 270,000 by 2041. Managing litter is important to Penith's community. One of the community visioning comments called out in Penrith City Council's current Community Strategic Plan calls for: "More focus on the quality of Penrith as an asset with high quality services that ensure the infrastructure and open spaces are well maintained, updated as appropriate and clean so that people feel proud to live in the area". The Community Strategic Plan includes the following strategies relevant to litter prevention: • 1.1 Enhance natural spaces and protect environmental quality • 4.3 Ensure public spaces and facilities are pleasant and fit for diverse needs and uses Our 2024 community satisfaction survey showed that a significant majority (82%) of respondents were satisfied with clean and shaded streets and public spaces. While this is a reasonable result, we aim to increase this rating. When Penrith residents were asked specifically about litter in a 2022 social research study, 19% of respondents were extremely or very concerned about the amount of litter in the LGA, and a further 40% were quite concerned. Council works to manage litter in public places and waterways with routine street sweeping, litter picking, bin collection, and cleansing of stormwater devices. Council also responds to litter-related customer requests. We can see opportunities to take a more proactive and strategic approach to litter prevention. Our newly adopted Waste and Resource Recovery Strategy 2025 identifies the following proposed actions: • Collaborate with businesses to reduce litter and illegal dumping to improve public amenity. • Review and standardise public place/street litter bin infrastructure implementing appropriate technologies and design. • Several actions related to targeted education, including 'Ensure community education messaging and channels are tailored to the variety of communities in Penrith'. • Several actions related to Council practices, including 'Continue to improve data accuracy and comprehensiveness to ensure meaningful service delivery improvements'. • Several actions related to working in partnership, including 'Strengthen internal Council cooperation between departments'.

Describe your organisation and its role in litter prevention and litter management.

This Roadmap builds on these proposed actions, providing more specific direction on litter prevention. We have also prepared an accompanying Litter Prevention Plan to guide our focus, priorities, resources and actions.

Our reach

Penrith LGA includes:

- 4 key existing town centres along the Main Western Line Railway – Penrith, Kingswood, Werrington and St Marys.

- Emerging centres located along the proposed new rail corridor in the southern half of the LGA.

- Significant areas of proposed growth including the Greater Penrith to Eastern Creek Growth Area and the Western Sydney Aerotropolis (the northern portion of which is in Penrith LGA).

- More than 1,000 km of streets maintained by Council.

- Diverse parks and open spaces.

Penrith City Council Litter Prevention Roadmap |10

SECTION 1: Where are we now?

This section of our roadmap is a high-level situation analysis. The aim of this section is to bring together key information from multiple sources, which have framed our thinking about problems. These are distilled into high-level themes. These themes have informed our strategic and sustainable approach to litter prevention over the next five years.

Assessing our capacity

Having completed the OIAA consensus rubric, we have assessed our current organisational capacity to prevent litter in a sustainable way. In this section we confirm short- and long-term goals to reach our desired litter prevention outcomes by addressing capacity challenges. We also determined which of these we intend to solve in the coming five years.

3. Below is an image of our Own it and Act Status, as of October 2025, based on our consensus meeting with EPA.

Own it and Act snapshot (updated)
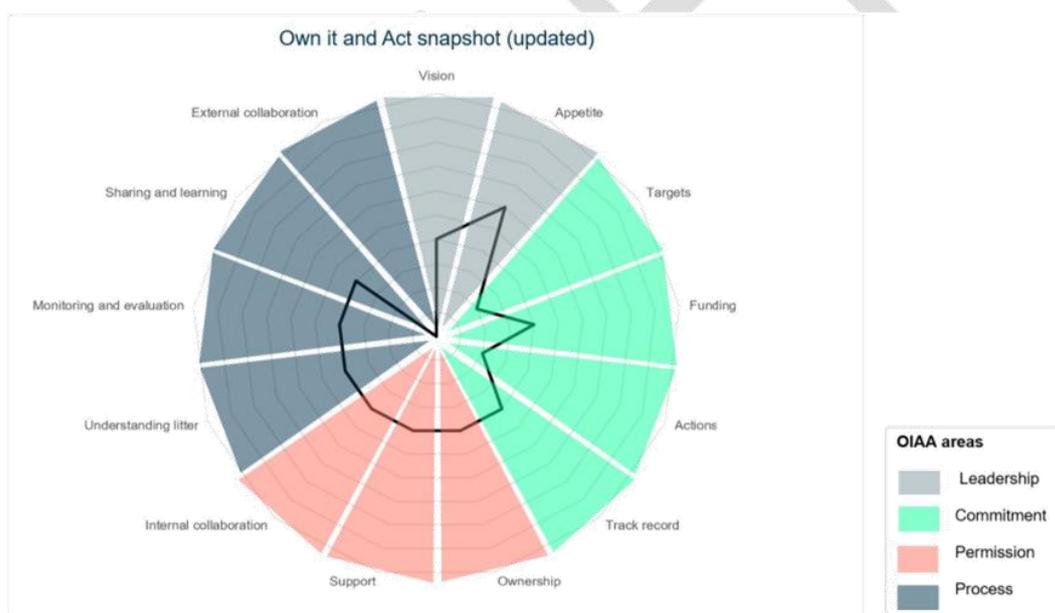
4. Key focus areas for our organisation are outlined below, including strategies identified to address these areas.

OIAA enabler	Topics	SWOT analysis from rubric (strengths and weaknesses)	Key themes
Leadership	*Vision*	**Opportunity** due to broad goals related to clean spaces identified in Community Strategic Plan (CSP). There is potentially an opportunity to make intentions for litter prevention clearer in the CSP and embed litter prevention in Delivery Plan (DP) and Operational Plan (OP).	**Leadership** could be strengthened with a clearer position for litter prevention in our IP&R framework, showing how litter prevention is aligned with and will support our community's goals. Our Steering Committee also has a role to play in building appetite for a strategic approach to litter prevention.
	Appetite	**Opportunity** due to initial executive level support for establishing a steering committee, but opportunity to meet more frequently into the future and continue to build capacity for LP across multiple departments.	
Commitment	*Targets*	**Weakness** as our new Waste and Resource Recovery (WARR) Strategy mentions litter but does not acknowledge State government targets or identify future litter targets for Penrith.	**Commitment** could be strengthened by establishing litter prevention targets, funding for litter prevention initiatives, and inclusion of actions in the DP/OP. Developing a track record of effective local litter prevention initiatives with measurable outcomes will also help to build ongoing commitment.
	Funding	**Threat** as steering committee have identified that resourcing is the most significant threat to future LP.	
	Actions	**Weakness** as existing strategic directions and actions in DP and OP are not litter focused and are in place until 2029.	
	Track record	**Opportunity** to learn from and build upon previous litter prevention projects and to collaborate internally and externally.	

OIAA enabler	Topics	SWOT analysis from rubric (strengths and weaknesses)	Key themes
Permission	*Ownership*	**Opportunity** to improve clarity on roles and responsibilities of litter management across "silos" within Council teams.	**Permission** could be strengthened by clarifying roles and responsibilities, while also working across boundaries with a "One Team" approach.
	Support	**Opportunity** to apply the "One Team" approach currently being promoted by the GM and other senior Council staff and demonstrate a positive outcome through ongoing steering committee meetings.	
	Internal collaboration	**Opportunity** to improve shared knowledge across departments through regular meetings, reporting success/lessons, sharing case studies, establishing clear roles and responsibilities.	
Process	*Understanding litter*	**Weakness** due to internal Council teams with knowledge, on littered items, places and behaviours currently operating in "silos".	**Processes** need to be strengthened including processes for monitoring litter in the LGA, and monitoring litter management activities undertaken by Council. This should be linked to evaluation and reporting on outcomes. We could also do more to learn from and collaborate with others on litter prevention.
	Monitoring and evaluation	**Weakness** due to absence of an ongoing litter monitoring program and existing data being anecdotal and not collected systematically.	
	Sharing and learning	**Weakness** due to existing sharing and learning currently only being undertaken when there is funding available for internal collaboration. Lack of funding may lead to a halt in internal collaboration.	
	External collaboration	**Opportunity** to expand partnerships and continue to engage/network with other Council's involved in the WASM program to assist in tackling similar issues or challenges that will likely arise.	

Penrith City Council Litter Prevention Roadmap |13

Partnerships

For the purposes of the roadmap process, partners must be sub-categorised as either:

- Participating partners

These organisations have actively participated in the development of your roadmap, and you will rely on them to complete key tasks in implementing your roadmap. This may include a financial commitment. Your participating partners must complete the Own It and Act (OIAA) Preliminary Checklist.

- Future partners

These organisations have been identified for possible future involvement in delivery of initiatives in the roadmap. They are aware that they are being listed in the roadmap.

- Stakeholders

These are organisations you have been identified because you might seek advice, guidance or support but may not be required to deliver initiatives in the roadmap.

Penrith City Council Litter Prevention Roadmap |14

5. We have not included any **participating partners** in the development of our roadmap, and therefore the following table is left blank.

Participating partner organisation (name)	Status of the relationship			Key considerations, opportunities and risks
	Proven history of working together	Emerging relationship	New relationship	

Future partners

6. We have identified the following potential **future partners,** where there is potential for us to engage them to explore opportunities to collaborate on delivering litter prevention initiatives in the Penrith LGA.

Future partner organisation (name)	Status of the relationship			Outline opportunities and the process to engage them and gain commitment to delivering initiatives
	Proven history of working together	Emerging relationship (engagement commenced)	New relationship (no contact made)	
Veolia	✓			Veolia is currently Council's contractor responsible for collection of public place litter. They have insights and data on litter issues such as overfull/overflowing bins. They are already engaged by us via a contractual relationship. We should review what they are already doing under their contract and could investigate opportunities for future variation.
Clean Up Australia (CUA)	✓			We work with Clean Up Australia each year on Clean Up Australia Day. We are aware that they are currently delivering a litter prevention roadmap and may be looking for potential partners where they can deliver local on-ground initiatives. We will meet with Clean Up Australia to understand more about their program and discuss local opportunities.
No More Butts (NMB)			✓	We have identified cigarette butt waste and waste from disposable vapes and e-cigarettes as a littered item of concern in our LGA. An opportunity exists to partner with No More Butts, who have a mission for "ridding the world of tobacco waste". We are aware that they may also be looking for potential partners where they can deliver local on-ground initiatives. We will meet with No More Butts to understand more about their program and discuss local opportunities.

Stakeholders

7. The following table lists **stakeholders** who we are likely to collaborate with for advice, guidance or support but who may not be required to deliver initiatives in the roadmap.

Stakeholders	Status of the relationship			Outline the role they might play in the future
	Proven history of working together	Emerging relationship (engagement commenced)	New relationship (no contact made)	
The Parks Regional Waste Group (formerly Macarthur Strategic Waste Alliance)	✓			Penrith City Council worked with MSWA from 2022 to assist in developing the MSWA Regional Waste Strategy 2023-2027. This includes some actions supporting litter prevention, which may help support our efforts.
WSROC	✓			Penrith City Council is not currently a member of WSROC, but has been a member previously. We worked with the Western Sydney Regional Waste Group on their Regional Litter Plan 2016-2021 and in the development of their Western Sydney Litter Prevention Roadmap 2023-2027.
Neighbouring Councils	✓			We connect with our neighbouring councils managing similar issues, to share information, learn from each other's experience, and sometimes collaborate on joint initiatives. We are aware that Hawkesbury City Council is currently delivering a litter prevention roadmap, so they may be working on similar litter prevention initiatives where we could share, learn and collaborate.
NSW EPA	✓			We are currently working with EPA on our Stream 2 strategic litter prevention grant. If we are successful in obtaining Stream 3 funding for implementing this Roadmap, the EPA will remain an important stakeholder.
Local businesses, sports clubs, etc.		✓		We have relationships with local businesses and sports clubs but may not have ever engaged them specifically about litter. Their support would be valuable to identify specific littering behaviours and prevent litter at hotspots.

Litter problem

This part of the roadmap provides a summary of litter challenges within the Penrith City LGA.

8. The table below summarises the current identified litter problem in the Penrith City LGA and key themes considered in planning the way forward.

Challenge	Summary of challenge	Key themes
Littered items	Recent Australian Litter Measure (ALM) data for Penrith LGA was available from a DCCEEW study. DCCEEW found that in PCC LGA between June 2022 to December 2024, nearly **70% of litter items were plastic** and that **cigarettes were the most common (27%) littered item.** Food and beverage packaging (various types) was also common. The WSROC *Litter Social Study 2023*, which involved surveying 100 participants living in the Penrith City LGA, found that takeaway food packaging, coffee cups, food scraps, face masks and chewing gum were the highest proportions of littered items perceived by the community. Other littered items observed by PCC staff included whipped cream cans, fishing tackle, syringes, and dog poo bags.	Most littered items are associated with consumer items, including cigarettes, takeaway and snack food packaging. While people are more likely to notice larger and more colourful items such as food and beverage packaging, quantitative data indicates that cigarette litter is the single most prevalent type of litter. People may also be more likely to notice items that are disgusting or annoying, such as chewing gum or dog poo bags.
Littered places	DCCEW's study found that **retail sites** across the LGA had the highest density of litter of all the sites investigated. However, at retail sites litter density fluctuated significantly over time. PCC staff have also noted that litter hotspots include retail areas such as High St and Queen St, which is consistent with DCCEW's (2025) findings. The WSROC *Litter Social Study 2023* found that the top 3 places respondents saw litter in Penrith City LGA were along roadsides, parking areas, bushland, and rivers/creeks.	Litter is distributed across all types of land uses, but some places are more littered than others. Retail sites are more littered than other land use types, and this includes litter hotspots such as High Street and Queen Street. Roadsides and parking areas can be hotspots in all sorts of land use types. Litter is often noticeable in waterways because it is carried by stormwater into waterways downstream of urban areas. People may also be more likely to notice litter when it is in the natural environment (e.g. in waterways or bushland), as it seems particularly out of place in this context.

Challenge	Summary of challenge	Key themes
Littering behaviours and pathways	According to the NSW Litter Prevention Kit (NSW EPA, 2013): • People are less likely to litter in areas that are already clean • People are less likely to litter when adequate bins are provided and bins are clean • People are more likely to litter when getting onto transport (bus stops) or when they think they are not seen • Some items are not seen as litter to some people (e.g. food scraps, carboard), or is considered acceptable as it is small (e.g. cigarette butts). This may affect self-reporting rates. The WSROC *Litter Social Study 2023* found that 73% of respondents from Penrith LGA said they had not littered in the last 12 months, with only 9% admitting to some littering during this period. Meanwhile, 44% of Penrith respondents in this study agreed that they had seen people litter from vehicles. Other key littering behaviours observed by PCC staff included: • Litter left behind after sporting events, from junior sports games to major events • Litter escaping domestic bins on collection day • Fast food litter being thrown from vehicles, consistent with the WSROC study.	Littering behaviour is often out of sight and relatively few people self-report or even identify their own littering behaviours. Sometimes, people may not see how behaviours such as over-filling bins leads to litter escaping into the environment. EPA's Nature Hates a Tosser Campaign is designed to target high frequency littering behaviours.
Community impact *i.e. social cost, reputational impact*	Litter detracts from the community's goals (identified in the Community Strategic Plan) to: • Enhance natural spaces and protect environmental quality • Ensure public spaces and facilities are pleasant and fit for diverse needs and uses.	Litter prevention is aligned with the Penrith community's goals, including environmental protection and urban amenity outcomes.

Penrith City Council Litter Prevention Roadmap |19

Challenge	Summary of challenge	Key themes
Environmental impact *i.e. land, water, fauna*	Penrith City LGA drains to the Hawkesbury-Nepean River system, both directly and via a number of tributaries. Litter has the potential to cause harm to these waterways and their ecosystems. The Hawkesbury-Nepean River and its tributaries support diverse aquatic and riparian flora and fauna including threatened species and endangered ecological communities. Penrith's Draft Biodiversity Strategy notes that litter poses a particular threat to platypus.	Litter prevention is aligned with Council's efforts to protect the local environment including waterways, ecological communities, and fauna. Litter prevention is particularly closely linked with conservation efforts for platypus in the local area.
Economic impact *i.e. destination reputation and loss of tourism*	Both the Penrith Economic Development Strategy 2023-2031 and the Penrith Visitor Economy Strategy 2023-2030 outline Council's role in supporting the local economy, including providing and maintaining critical infrastructure and services, including vibrant town centres, beautiful city parks and safe and walkable tree-lined streets.	Litter prevention is aligned with Council's efforts to support the local economy including the visitor economy.

Penrith City Council Litter Prevention Roadmap |20

Cost of litter

This part of the roadmap provides a summary of the costs of litter for our organisation. These are organisational costs associated with responding to litter (not project costs).

9. Costs of litter for our organisation, as determined through a cost of litter study:

Summary of activity – ALL litter (FY 2021-22)	Amount ($) per year	Percentage (%) of the total annual litter cost
Clean up and collection – picking up litter from the ground, storm water (not in bins)	$2,391,827	75.3%
Clean up and collection – public place litter servicing	$511,933	16.1%
Education and engagement	$13,949	0.4%
Strategy and planning	$3,024	0.1%
Enforcement	$7,130	0.2%
Administration	$5,292	0.2%
Disposal or processing	$237,347	7.5%
Infrastructure or equipment	$4,101	0.1%
TOTAL COST of litter	**$3,174,603**	**100%**

10. Using the knowledge we have gained from determining litter costs (above), the following blurb summarises the key considerations for our organisation into the future.

Key cost considerations for our organisation
Key considerations for the future of litter prevention and litter costs are: • Of the total quantity of litter collected, approximately half is from public place bins. Management of public place bins (including servicing, disposal, infrastructure and equipment) represented 20% of our litter management costs in 2021-22. Litter correctly disposed to public place bins cost us approximately $1,200 per tonne to manage in 2021-22. • Of the total quantity of litter collected, approximately half is incorrectly disposed litter that is picked up from the ground, removed from stormwater devices, etc. Management of incorrectly disposed litter (including clean up, disposal) represented 80% of our total litter management costs in 2021-22. Incorrectly disposed litter cost us approximately $4,800 per tonne to manage in 2021-22. • In 2021-22, our investment in strategy and planning, education and engagement, and enforcement was also very small. There is potential for us to increase investment in these areas. Strategic investment in these activities could help improve the rate of litter being correctly disposed and help us improve the cost-effectiveness of litter management overall.

Penrith City Council Litter Prevention Roadmap |21

Key cost considerations for our organisation

- In 2021-22, our quantified investment in infrastructure and equipment was minimal. However, this was underestimated. This is a priority area for us to collect more information and understand these costs in more detail.
- We can improve how we track litter management costs overall, by revisiting the cost of litter, improving our data collection, and transforming this into a routine process so we can track costs over time.

11. We have not identified any current participating partners and therefore the following table is left blank.

Summary of activity	Percentage (%) of the total annual litter cost					
	Org 1 (%)	Org 2 (%)	Org 3 (%)	Org 4 (%)		
Clean up and collection – picking up litter from the ground, stormwater (not in bins)						
Clean up and collection – public place litter servicing						
Education and engagement						
Strategy and planning						
Enforcement						
Administration						
Disposal or processing						
Infrastructure or equipment						

12. When reviewing the costs of litter for our organisation, together with key considerations, the **key themes regarding cost** considerations are summarised below.

Key cost themes for consideration moving forward
Managing correctly disposed litter is much more cost-effective for us than managing incorrectly disposed litter, with costs for incorrectly disposed litter being 4x higher per tonne.
Strategic investment in strategy and planning, education and engagement, and enforcement could help improve the rate of litter being correctly disposed and help us improve the cost-effectiveness of litter management overall.
We should revisit infrastructure and equipment costs, where there were gaps in the information available in 2021-22. There is a related need identified in our Waste and Resource Recovery Strategy to review and standardise public place/street litter bin infrastructure.
We can improve how we track litter management costs overall, by revisiting the cost of litter, improving our data collection, and transforming this into a routine process so we can track costs over time.

Track record in litter prevention

13. Reflecting on the litter prevention efforts over the past, the following table provides a summary of **quantitative** litter prevention achievements to date.

Our organisation's track record

Project name	Key achievements (e.g. target, objective, goal)	How it was measured (e.g. Local litter check))	Where it occurred (e.g. parks, residential, industrial, retail)	Funding source (e.g. grant, internal)
EnviroMentors	Students learn the impact of school rubbish becoming litter, how litter ages over time, the dangers of littering (environmental, social, financial) and conduct litter audit activities	Delivered 150+ classes to over 3600 students on litter related topics as part of their Litter and Lunches Unwrapped Learning modules (24-25 FY)	Primary schools in the Penrith LGA	Internal
Cigarette butt litter campaign 2022	Reduce cigarette butt litter, educate the community on cigarette butt litter impacts on the environment, raise community awareness around cigarette butt litter	Social media metrics	Hotspots and digital marketing	Internal
"Don't Be a Tosser" anti litter campaign 2021	Reduce litter, create social pressure among the general public to influence anti-littering pressures towards litterers, educate the community on litter impacts on the environment	Social media metrics	Traditional and digital marketing	Internal
Ripples Aquatic Centre litter audits 2020	Understand litter processes and end points from aquatic centres in Penrith LGA	Audits - noted common litter locations e.g. garden beds and whether litter was left behind following school carnivals - no formal count	Ripples Aquatic Centres (Penrith & St Marys)	Internal
Ched Towns Reserve Litter Prevention project (including infrastructure, education and awareness).	Litter counts conducted pre-project and post-project showed a 77% reduction in levels of overall litter in the footpath area and a 48% reduction in overall litter in the playground area.	Local litter checks	Ched Towns Reserve, Glenmore Park	EPA grant

Penrith City Council Litter Prevention Roadmap |24

Synthesised themes of where we are now

14. To drive strategic action over the next five years, the following table summarises the problems to tackle over the coming five years. Another way to think of this step is to consider the common threads, the overlaps and the recurring lessons learned, and distil these into themes.

Theme heading	Description
Clarifying our position and approach to litter prevention	Litter has impacts on the local community, the environment and the economy. Our community would like to see public spaces kept clean, and environmental values protected – outcomes that will also contribute to a thriving local economy. Litter prevention could help support these outcomes and we could be clearer about its role in supporting our community's goals. We can also clarify Council's role in litter prevention, and the benefits of taking a more data-driven, systematic, proactive and collaborative approach. Our established Steering Committee and our Draft Litter Prevention Plan both have an important role to play here.
Building a data-driven approach to litter prevention	Currently we have limited quantitative information available on litter, but we can see the potential to build on this and establish a data-driven approach including litter monitoring, cost of litter tracking, key performance indicators and quantitative targets. This will be an important basis for establishing a business case for investment in litter prevention, integrating litter prevention into our Delivery Program, and reporting on outcomes.
Building a 'One Team' approach to litter prevention	There are many different teams in Council with potential roles to play in litter prevention. We have opportunities to clarify roles and work more collaboratively across internal boundaries, which aligns with our organisational objectives to apply a 'One Team' lens to organisational design and improve role clarity, leadership identity and cohesion.
Targeting high priority littered items, places, pathways and behaviours	Past litter prevention initiatives have either been too broad to produce measurable outcomes, or very focused on specific sites. It is clear that litter remains a widespread problem. There is potential for us to take a more proactive approach to target key littered items, places, pathways and behaviours and build a track record of sustainable litter prevention outcomes.
Engaging with others to learn and collaborate	We could do more to learn from and collaborate with others on litter prevention. We have identified potential future partners and stakeholders who could add value to our approach.

Penrith City Council Litter Prevention Roadmap |25

SECTION 2: Where do we want to be in five years?

This section of our roadmap builds on the high-level themes outlined in Section 1 to articulate the desired outcomes we are seeking to achieve in the next five years.

Vision

15. Our organisation's vision for litter prevention is based on the community's overall vision (articulated in the Community Strategic Plan) and Council's vision in the Waste and Resource Recovery Strategy. Based on these, a litter prevention vision has been developed for the Draft Litter Prevention Plan.

Question	Response		
State your vision (e.g. stated in your organisation's existing strategic documents)	We are proud to be Penrith – a great place to live, a region of opportunity and connection. Our community and City are thriving. We care for each other and our place.	To further develop our waste and resource recovery focus towards a Circular Economy and materials stewardship approach in collaboration with our community and the region.	We care for Penrith's places by taking a data-driven, systematic, proactive and collaborative approach to litter prevention.
Name the document(s) where it appears	Penrith 2041+ Community Strategic Plan	Waste and Resource Recovery Strategy 2025	Draft Penrith Litter Prevention Plan
State who has endorsed the vision (s)	Adopted by Council in 2026 following public exhibition.	Endorsed by Council for public exhibition	TBC

Penrith City Council Litter Prevention Roadmap |26

Targets

16. The following table lists our organisation's stated and endorsed litter prevention targets to be achieved within five years.

Question	Response	
What are your litter targets?	Our Waste and Resource Recovery Strategy 2025 makes reference to the targets in the NSW Waste and Sustainable Materials Strategy 2041, including the targets to reduce litter by 60% by 2030 and reduce plastics litter by 30% by 2025. It also states an objective "to exceed the targets of the… NSW 2041 Strategy".	Our Draft Penrith Litter Prevention Plan clarifies the position stated in the WARR Strategy, stating an objective to exceed the NSW target of a 60% reduction in litter by 2030. It also sets a target to reduce litter in hotspots in the Penrith LGA by 50% over the 5 years from 2026-2031.
Name of the document(s) where litter targets are stated	Waste and Resource Recovery Strategy 2025	Draft Penrith Litter Prevention Plan
Who has endorsed them?	Endorsed by Council for public exhibition	TBC
What evidence of endorsement do you have to substantiate targets that includes participation of other organisations?	Minutes of Council meeting 25 August 2025	TBC

OIAA goals

17. The following table lists our short-term and long-term organisational goals, as determined through the consensus reached using the OIAA analysis.

QIAA enabler	Topics	Short-term goals (1yr)	Medium-term (3yr)	Long-term goals (5yr)
Leadership	Vision	Our Litter Prevention Plan makes a clear link between current directions in the CSP and action on litter prevention, and this LP Plan has been endorsed by Council for final publication.	We have identified opportunities to better link litter prevention into the next CSP and discussed options with Council's strategic planning team.	The 2029 CSP includes at least one indicator relevant to litter prevention.
	Appetite	There is accountability for actions and deliverables within the Litter Prevention Plan. Note that in the beginning, we expect the WARR team to take on most of the responsibility.	Implementation of the LP Roadmap and Plan is on track, with a shift underway from WARR team leadership to more cross-Council ownership of actions and deliverables.	In the updated Litter Prevention Plan, responsibilities are more shared across the organisation.
Commitment	Targets	We have established a litter baseline based on the ALM method, and refined targets for the next 4 years.	Based on 3 years of data, we are able to identify trends and track progress against our targets.	We have reviewed and updated our litter prevention targets for the next 5 years.
	Funding	We have updated our CoL analysis to refine the data itself as well as data collection processes. Note, we intend this to include a review of contractor agreements, internal processes and different structure of costings to better understand who is currently bearing costs associated with litter.	We have developed a Business Case that establishes the value of LP with efficiencies proven and quantified. Note, we intend this to include a cost benefit analysis that shows benefits of LP over a reactive approach to litter management. Based on the Business Case, we have been able to secure funding to maintain the LP Officer role for at least 2 more years to complete implementation of the Roadmap.	LP efforts are embedded as BaU across multiple units including ongoing budget for litter prevention.

Penrith City Council Litter Prevention Roadmap |28

QIAA enabler	Topics	Short-term goals (1yr)	Medium-term (3yr)	Long-term goals (5yr)
	Actions	Based on the Litter Prevention Plan, actions and associated reporting/ data gathering KPIs are set and responsibilities are clearly understood between departments.	Our DP and OP include LP actions and associated reporting KPIs. Outcomes and KPIs are being met.	The Litter Prevention Plan has been updated for the next 5 years, and its directions are reflected in the 2030-34 DP.
	Track record	Training is offered to relevant staff to build confidence and awareness of LP approaches, actions and interventions	LP projects are being delivered using the pillars of LP (i.e. infrastructure and cleanup, education and engagement, compliance and enforcement).	We have tested and refined LP approaches in the Penrith LGA context, and developed procedures and resources that make future LP projects more efficient and effective.
Permission	Ownership	We have mapped specific litter prevention roles and responsibilities (e.g. Promapp style).	We are clear on who is responsible for ongoing litter prevention functions, including operational, oversight and assurance roles (e.g. Divisional Assurance model).	Relevant teams have litter prevention functions included in their responsibilities (e.g. specific mention of LP in role descriptions).
	Support	Senior managers and Executive leaders understand that litter prevention involves cross-boundary challenges, and the Steering Group have identified avenues to escalate challenging issues.	When cross-boundary challenges arise, the Steering Group is providing effective leadership with the support of senior managers and Exec.	Litter Prevention has become an exemplar of our "One Team" approach.
	Internal collaboration	The Steering group is helping staff to break down silos by encouraging teams to share LP experiences and knowledge on an on-going basis (can be informal).	We are celebrating LP successes, highlighting cross silo input and actions. Morale is high and tied to ability to change behaviour and the role staff have played in achieving this.	Internal collaboration on litter prevention is BaU.

Penrith City Council Litter Prevention Roadmap |29

QIAA enabler	Topics	Short-term goals (1yr)	Medium-term (3yr)	Long-term goals (5yr)
Process	Understanding litter	Based on litter monitoring using ALM and LLCs, we have a better understanding of littered items and hotspots in the LGA.	Litter data is informing our approach to prioritising litter issues and hotspots for intervention.	Our litter monitoring program is established and part of standard processes, so we are able to identify emerging issues, and influence decision making for future actions. Data storage is centralised to aide in sharing information and building cross-organisational knowledge.
	Monitoring& evaluation	We have built ownership and facilitated all departments to understand the importance and use of litter management data (to build a commitment to collecting accurate data and willingness to share it)	Our litter prevention priorities and focus are reviewed in accordance with the findings in the data/ tracking against targets. Monitoring and evaluation is showing litter reduction results/on track with targets.	Litter management data collection processes are embedded with multiple teams and is BAU.
	Sharing and learning	We have met with other LP practitioners to understand how we could share information, learn from each other, and even work together.	We are developing strong alliances and peer networks with other councils, agencies, and regional groups to share knowledge and case studies.	Penrith City Council is recognised as a leader in collaborative LP and knowledge sharing. We share success and resources with others as evidence of our proven track record.
	External Collaboration	We have met with potential LP collaborators including The Parks, WSROC, Hawkesbury–Nepean Catchment, Fairfield, HCC, No More Butts, Take 3 for the Sea, and NPWS, with relationships mapped and initial joint LP action/s commenced with at least one other organisation.	Collaboration is strengthened through shared projects and communication, setting a standard that extends beyond the organisation and encourages others to engage in LP.	Council works with partners to achieve a shared LP vision, demonstrating best practice in cross-organisational collaboration.

Penrith City Council Litter Prevention Roadmap |30

Participating Partner Summary

18. We have not identified any current participating partners and therefore the following table is left blank.

Organisation Name	Future focus from the OIAA preliminary checklist

Monitoring progress

The following tables break down the anticipated progress towards achieving our vision, targets and goals for the next five years, and how we intend to measure our progress.

19. Regarding our litter prevention vision (stated in question 15 above) the table below provides a high level summary of how we intend to monitor progress towards realising the vision.

Question	Response
Vision Statement	We care for Penrith's places by taking a data-driven, systematic, proactive and collaborative approach to litter prevention.
Summary of monitoring intentions	We will use community surveys to measure community perceptions on litter in the Penrith LGA and Council's litter prevention efforts. After 5 years, Council will initiate a formal review of the Litter Prevention Plan to prepare a revised plan that reflects updated needs, changes in State litter prevention policy, emerging trends, and lessons learned from implementation. This review will ensure the Litter Prevention Plan remains current, evidence-based, and responsive to Penrith's evolving needs. As part of this process, we will consider whether the vision should be updated.

Penrith City Council Litter Prevention Roadmap |31

20. Regarding the litter prevention targets of our organisation (stated in question 16 above), the table below outlines the progress we aim to make in the short, medium and longer term. It outlines how we intend to measure the progress made.

TARGET 1	Year 1 Progress	Year 3 Progress	Year 5 Progress
Overall litter prevention target of 60% by 2030 (as per NSW target).	10% less litter	30% less litter	60% less litter
How we will measure progress made towards our targets			
We will use the Australian Litter Measure (ALM) to measure progress towards this target.			

TARGET 2	Year 1 Progress	Year 3 Progress	Year 5 Progress
Reduce litter in hotspots in the Penrith LGA by 50% over the 5 years from 2026-2031	10%	30%	50%
How we will measure progress made towards our targets			
We will use Local Litter Checks (LLCs) to measure progress towards this target			

Penrith City Council Litter Prevention Roadmap |32

21. Regarding the OIAA goals of our organisation as stated in question 17 above, the following table provides an outline of how we intend to monitor any changes in organisational capacity, who will be involved and how the findings will be reported.

Outline how you intend to monitor progress towards achieving stated OIAA goals
Our Steering Committee will undertake an annual review of our Own it and Act progress and status, reviewing progress towards OIAA goals and assessing our current OIAA status. We will work with the EPA to complete the annual OIAA Consensus Rubric. If necessary, we will adjust our OIAA goals following each annual review. We will report on our OIAA progress to Council's Executive Leadership Team.

22. The following table provides an overview of the governance process we intend to use to track progress, identify and resolve issues and report outcomes of this roadmap. It includes details that outline how this will occur, who will be involved and when these might occur. It also includes a summary of the process for gaining endorsement of any iterations of the roadmap.

Governance process to use to track progress, identify and resolve issues and report outcomes of the roadmap
Our Waste and Resource Recovery (WARR) team will be responsible for day-to-day implementation of the Roadmap. Our Litter Prevention Officer will sit within this team, where they will be supported by staff with experience delivering similar initiatives. Our Litter Prevention Officer will work with staff from other teams to deliver specific initiatives as required. Each initiative may include a different mix of staff involved in different capacities. Our Litter Prevention Steering Committee will continue to provide higher-level direction and oversight. The Steering Group includes representatives from the following teams, including team leaders and senior staff: • Waste and Resource Recovery • Future Directions and Resiliance • Environmental Health and Compliance • Strategic Asset Management • City Presentation The Steering Group will: • Meet quarterly • Review progress implementing the Roadmap, based on reports provided by the Litter Prevention Officer • Review any delivery issues and attempt to resolve these collaboratively • Participate in the annual Own it and Act review • Provide an annual progress report to Council's Executive Leadership Team (ELT).

Penrith City Council Litter Prevention Roadmap |33

Minutes of Steering Committee meetings will be recorded. Anything beyond delegated authority or which might have a material impact on the delivery of the Roadmap will be escalated via internal memo to executive leadership.

Process to gain endorsement of any iterations of the roadmap

If there is a need to modify our Roadmap in the future (e.g. to change our Own it and Act goals or our planned initiatives), proposed changes will be reviewed and approved by the Steering Committee. The Steering Committee will then send a memo to Council's ELT for review and endorsement of the proposed changes.

Note that NSW EPA will be included in annual reviews as per grant requirements. Any proposed changes to the Roadmap will also need to be reviewed and approved by EPA.

Expenditure intentions – To Be Confirmed

23. In this step, you should consider whether there might be any change in how you intend to allocate financial resources over the next five years. Changes might reflect where your organisation believes expenditure will be needed to address the litter vision, targets and goals outlined above. Please include the assumptions that have been made to help explain the intention.

For example: "the progressive increase in the % of litter reduced reflects our intention of becoming more reliant on planning and less reliant on picking up litter to achieve the reduction".

MAXIMUM: ONE page

Activities	Current (%) expenditure Refer to Q11	Progress by year 3 (%)	Progress by year 5 (%)	Explain assumptions (e.g. if you expect there to be changes in costs for your partners). What are the drivers?
Clean up and collection – picking up litter from the ground, storm water (not in bins)				
Clean up and collection – public place litter servicing				
Education and engagement				
Strategy and planning				

Activities	Current (%) expenditure Refer to Q11	Progress by year 3 (%)	Progress by year 5 (%)	Explain assumptions (e.g. if you expect there to be changes in costs for your partners). What are the drivers?
Enforcement				
Administration				
Disposal or processing				
Infrastructure or equipment				

Penrith City Council Litter Prevention Roadmap |35

SECTION 3: How will we get there?

Strategic directions

Roadmaps are an exercise in prioritisation. There are several paths we could take to reach our stated vision and meet targets and goals. It is essential to consider the strategic directions that our organisation will take and the role it will play in realising it.

'Strategic directions' does not mean the same thing as 'initiatives', 'projects' or 'ideas', rather they are what we focus on to achieve our targets and goals.

We have brought together all the knowledge and experience outlined in Sections 1 and 2, including consideration of the following:

- Feasibility – is it aligned with the role of our organisation?
- Desirability – is there enough support to make it happen?
- Viability – will it address identified litter problems?
- Effort/cost/impact – do resources match the intended impact?
- Sustainability – can impact be sustained beyond grant funding?

24. The table below outlines the strategic directions our organisation will take for the next five years to reach its litter prevention vision and meet intended targets.

Strategic directions	
1	Build a data-driven approach to litter prevention
2	Build a 'One Team' approach to litter prevention
3	Target high priority littered items, places. pathways and behaviours
4	Engage with others to learn and collaborate

Having determined our organisational strategic directions, we have developed a high-level summary of the strategic initiatives to be undertaken over the next five years. Each strategic direction requires key steps to be undertaken by our organisation. These initiatives go far beyond what might be funded by the EPA Litter Prevention Grant. The intended actions are high level to indicate when we will scope out, commence, deliver and conclude key steps.

Initiatives

25. The following tables provide a high-level summary of the proposed initiatives to be undertaken and outline the key steps required. The anticipated delivery timeframe is indicated using a tick to represent activity occurring in any one year. These initiatives go beyond what is funded by the EPA.

Strategic direction 1: Build a data-driven approach to litter prevention	
Summary	A data-driven approach to litter prevention will involve using information, data analysis, key performance indicators, and targets to guide our organisation's strategies, plans, decisions, and actions. Our litter prevention initiatives should be informed by data to be as efficient and as effective as possible. With ongoing monitoring, evaluation and review, we should also be able to refine and our approach over time, continually improving. Key elements of a data-driven approach include: • Data collection, analysis, and interpretation • Making informed decisions and embedding these into strategies and plans • Continuous refinement. These elements are reflected in the initiatives outlined below.

Initiative 1.1: Establish and maintain systems and processes for monitoring litter, litter management activities, and community perceptions about litter

Our role: Establishing and maintaining our monitoring program. **Partner role:** Veolia to provide relevant data under their contract.	High level steps:	Year 1	Year 2	Year 3	Year 4	Year 5
	Establish ALM baseline based on 3 rounds of monitoring (at the monitoring sites already identified in 2025).	✓				
	Continue ALM monitoring - biannually		✓	✓	✓	✓

	High level steps					
Projected cost: TBC **Other key stakeholders:** We will use tools provided by NSW EPA including data collection methods (ALM, LLC, etc) and the cost of litter tool. There is also support available from DCCEEW for analysis of ALM data.	Identify high priority litter hotspots for monitoring each year (note these will change from year to year as priorities evolve)	✓	✓	✓	✓	✓
	Conduct Local Litter Checks at hotspots	✓	✓	✓	✓	✓
	Revisit cost of litter analysis to update and fill gaps	✓				
	Establish ongoing monitoring of litter management activities including improved record-keeping and data sharing systems		✓	✓		
	Continue monitoring litter management activities				✓	✓
	Survey the community about their views on litter and litter management, either in a standalone survey or as part of other routine community engagement.	✓	✓	✓	✓	✓
	Develop an annual litter report for internal use. Key messages can be distilled from here for public-facing reporting.			✓	✓	✓

Initiative 1.2: Embed litter prevention into Council's Integrated Planning and Reporting Framework

	High level steps:	Year 1	Year 2	Year 3	Year 4	Year 5
Our role: Integrating litter prevention into our Integrated Planning and Reporting Framework. **Partner role:** NA **Projected cost:** TBC	Finalise the Litter Prevention Plan (currently in draft)	✓				
	Refine litter prevention Key Performance Indicators (KPIs) and targets based on data collected above on litter, litter hotspots, litter management activities and litter perceptions.		✓			

Penrith City Council Litter Prevention Roadmap |38

Other key stakeholders: Penrith's community.	Make the case for litter prevention (e.g. a litter-related indicator and target) to be included in the next Community Strategic Plan (due for completion in 2029).		✓			
	Integrate litter prevention actions, KPIs and targets into the next Delivery Program (due for completion in 2029).			✓		
	Integrate litter prevention into the next review of the Penrith City Council Waste and Resource Recovery Strategy				✓	
	Update the Litter Prevention Plan for the next 5 years.					✓
	Report on litter prevention outcomes in Council's Annual Report				✓	✓

Initiative 1.3: Develop a business case for ongoing litter prevention funding beyond the 3-year Stream 3 WASM grant

Our role: Develop a business case and take it through our internal approvals process. Partner role: NA Projected cost: TBC Other key stakeholders: NA	High level steps:	Year 1	Year 2	Year 3	Year 4	Year 5
	Draw on information from monitoring programs (above) to assess costs and benefits associated with different funding scenarios.		✓			
	Develop the business case for investment in litter prevention.		✓	✓		
	Take the business case through internal engagement and approvals processes.			✓		

Penrith City Council Litter Prevention Roadmap |39

Strategic direction 2: Build a 'One Team' approach to litter prevention	
Summary	On 1 July 2024, Penrith City Council adopted a new organisational structure to achieve greater alignment and synergies within the organisation, applying a "One Team" lens to organisational design. This review process aimed to enhance role clarity, leadership identity, and cohesion, reposition directorates for improved alignment, and deliver on the General Manager's KPI of providing a proposed ultimate state structure.

Design principles were formulated to guide the future operating model design, and they were:

- **Customer-centric**: Ensuring services, facilities, and infrastructure are informed by the needs of our diverse community, customers, and stakeholders.
- **Efficient and adaptable**: Enabling agile responses to changes through resource mobility and adaptable ways of working.
- **Accountable and clear**: Reinforcing accountability through clarity of roles, governance, and success measures.
- **Fosters alignment and collaboration**: Promoting two-way communication and collaboration internally and with external stakeholders.
- **Strategy and insights-led**: Ensuring services are informed by data and insights, aligning activities with the organisation's vision, objectives, and strategic choices.

These principles have informed this Litter Prevention Roadmap. The initiatives below are particularly focused on clarifying roles, governance arrangements, and promoting two-way communication and collaboration internally.

Initiative 2.1: Build litter prevention capacity within Council teams						
Our role: Engage a Litter Prevention Officer and support them to thrive in their role. **Partner role:** NA	**High level steps:**	Year 1	Year 2	Year 3	Year 4	Year 5
	Develop a Position Description for a Litter Prevention Officer. *Note that we expect this role to be based within the WARR team, with functions extending across multiple sections of Council relevant to litter prevention.*	✓				

Penrith City Council Litter Prevention Roadmap |40

Projected cost: <mark>TBC</mark> Other key stakeholders: NA	Recruit a Litter Prevention Officer and complete onboarding process.	✓				
	Provide training and professional development as required. *Note that the role of the Litter Prevention Officer demands a wide range of skills, and it is likely that anyone in this role will need to develop some of these skills in certain areas.*		✓	✓	✓	✓
	Review the role and adjust its scope if required.			✓	✓	✓

Initiative 2.2: Maintain the Litter Prevention Steering Group as the mechanism to connect with other teams at multiple levels in the organisation						
Our role: Convene the Litter Prevention Steering Group and ensure it continues to operate effectively. **Partner role:** NA **Projected cost:** <mark>TBC</mark> **Other key stakeholders:** NA	**High level steps:**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
	Review current Steering Group membership and ensure key roles are represented. Steering Group membership may need to be adjusted as we transition from developing the Roadmap to implementing the Roadmap.	✓				
	Review and update Steering Group Terms of Reference for the implementation phase.	✓				
	Continue Steering Group meetings at a minimum quarterly frequency.	✓	✓	✓	✓	✓
	Additional Steering Group support may be required at times, if issues arise that need their direction, advocacy or review.	✓	✓	✓	✓	✓

Penrith City Council Litter Prevention Roadmap |41

Initiative 2.3: Embed litter prevention practices into other relevant teams and roles across the organisation

Our role: Internal engagement on litter prevention roles and responsibilities. **Partner role:** NA **Projected cost:** TBC **Other key stakeholders:** EPA provides some training that is potentially relevant to our teams (e.g. training on litter enforcement for enforcement officers).	**High level steps:**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
	Work with individual teams involved in litter management, to understand their current roles, workflows and operating procedures.	✓				
	Identify opportunities to embed litter prevention: • Into team and position descriptions (PDs) • Into workflows (Promapp) • Into Standard Operating Procedures (SOPs)		✓			
	Work with teams to update PDs, workflows and SOPs			✓		
	Organise ongoing support where required to support teams with litter prevention activities (e.g. additional training, templates, tools).				✓	✓

Penrith City Council Litter Prevention Roadmap |42

Strategic direction 3: Target high priority littered items, places. pathways and behaviours

Summary	It is important that our litter prevention efforts result in a meaningful impact on the quantity of litter being incorrectly disposed and escaping into the environment in the Penrith LGA.
	Our Draft Penrith Litter Prevention Plan includes an objective to exceed the NSW target of a 60% reduction in litter by 2030. We are aware that action by the NSW Government (including single use plastic bans, Return and Earn, and other initiatives) have already contributed to significant progress towards this target, with EPA reporting in 2024–25 that the number of all litter items per $1000m^2$ had decreased by 42% since the baseline years (2018–2019). However, we are also aware that the remaining reduction in litter required to meet the 60% target may be more challenging to achieve, and outcomes may not be evenly distributed across the state. We want to make sure we are taking on-ground action to support NSW-wide initiatives, to see the 60% target exceeded within Penrith LGA.
	Our Draft Penrith Litter Prevention Plan also sets a target to reduce litter in hotspots in the Penrith LGA by 50% over the 5 years from 2026-2031. While it is important to reduce litter across the LGA as a whole, we believe it is also important to focus on hotspots to be able to demonstrate tangible outcomes in more specific places, within a shorter time frame.

Initiative 3.1: Improve public litter bins, including systems and processes to manage these assets

Our role: Manage public litter bin infrastructure. **Partner role:** Veolia is our contractor responsible for servicing public litter bins. **Projected cost:** TBC **Other key stakeholders:** Name	High level steps:	Year 1	Year 2	Year 3	Year 4	Year 5
	Review and standardise public place/street litter bin infrastructure implementing appropriate technologies and design. *Note that this is an action included in our WARR Strategy*	✓				
	Review and update the asset register for bin infrastructure, so we have a complete (interactive) map of bin locations and details.		✓			

	High level steps:	Year 1	Year 2	Year 3	Year 4	Year 5
	Ensure there are mechanisms in place for routine asset inspections and for operators to log issues with bin infrastructure.		✓			
	Review and update guidelines for bin placement and bin types to ensure future bin replacements/upgrades are efficient and effective.		✓			

Initiative 3.2: Prevent litter in high-priority retail hotspots

	High level steps:	Year 1	Year 2	Year 3	Year 4	Year 5
Our role: Lead litter prevention efforts in local places **Partner role:** Potential for organisations such as CUA or NMB to complement our initiatives. **Projected cost:** TBC **Other key stakeholders:** Local businesses.	Review LLC information from high priority retail hotspots (including High Street and Queen Street) to understand litter items and behaviours. *Note that LLCs are included as part of Initiative 1.1.*	✓				
	Assess the extent of commercial use of street litter bins (may require additional data collection, e.g. bin audits).	✓				
	Assess the prevalence of cigarette butt litter (may require additional data collection, e.g. Butt Litter Checks).	✓				
	Plan and implement multi-faceted interventions (including infrastructure and clean-up, education and engagement, enforcement).		✓			
	Review follow up LLCs and adjust interventions if needed. *Note that LLCs are included as part of Initiative 1.1.*		✓			
	Write up outcomes and capture methods, templates and lessons learned for application to other similar sites in the future.		✓			

Penrith City Council Litter Prevention Roadmap |44

Initiative 3.3: Prevent litter in high-priority carpark hotpots						
Our role: Lead litter prevention efforts in local places **Partner role:** Potential for organisations such as CUA or NMB to complement our initiatives. **Projected cost:** TBC **Other key stakeholders:** Local businesses.	**High level steps:**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
	Review LLC information from high priority carpark hotspots to understand litter items and behaviours. (Note that LLCs are included as part of Initiative 1.1).	✓				
	Assess the prevalence of cigarette butt litter (may require additional data collection, e.g. Butt Litter Checks).	✓				
	Plan and implement multi-faceted interventions (including infrastructure and clean-up, education and engagement, enforcement).		✓			
	Review follow up LLCs and adjust interventions if needed. *Note that LLCs are included as part of Initiative 1.1.*		✓			
	Write up outcomes and capture methods, templates and lessons learned for application to other similar sites in the future.			✓		
	Where privately managed carparks have been identified as litter hotspots, engage with land managers to encourage them to take action.				✓	

Initiative 3.4: Prevent litter at high-priority sports field hotspots

	High level steps:	Year 1	Year 2	Year 3	Year 4	Year 5
Our role: Lead litter prevention efforts in local places **Partner role:** Potential for organisations such as CUA to complement our initiatives. **Projected cost:** TBC **Other key stakeholders:** Local sports clubs and sporting bodies.	Review LLC information from high priority sports field hotspots to understand litter items and behaviours. Note that LLCs are included as part of Initiative 1.1).		✓			
	Engage with sports clubs using these sports fields, to understand their challenges managing litter. Consider also engaging with regional/district sports associations, if their role is relevant.		✓			
	Plan and implement multi-faceted interventions (including infrastructure and clean-up, education and engagement, enforcement). Where possible, work collaboratively with clubs and associations.			✓		
	Review follow up LLCs and adjust interventions if needed. *Note that LLCs are included as part of Initiative 1.1.*			✓		
	Write up outcomes and capture methods, templates and lessons learned for application to other similar sites in the future.				✓	

Penrith City Council Litter Prevention Roadmap |46

Initiative 3.5: Prevent litter at high-priority recreational park hotspots						
Our role: Lead litter prevention efforts in local places **Partner role:** Potential for organisations such as CUA to complement our initiatives. **Projected cost:** TBC **Other key stakeholders:** Local residents using these sites.	**High level steps:**	Year 1	Year 2	Year 3	Year 4	Year 5
	Review LLC information from high priority recreational park hotspots to understand litter items and behaviours. Note that LLCs are included as part of Initiative 1.1).		✓			
	Plan and implement multi-faceted interventions (including infrastructure and clean-up, education and engagement, enforcement).			✓		
	Review follow up LLCs and adjust interventions if needed. *Note that LLCs are included as part of Initiative 1.1.*			✓		
	Write up outcomes and capture methods, templates and lessons learned for application to other similar sites in the future.				✓	

Initiative 3.6: Strengthen conditions for managing litter in Development Applications, venue hire conditions, and event agreements						
Our role: Approvals and compliance. **Partner role:** NA **Projected cost:** TBC **Other key stakeholders:** NA	**High level steps:**	Year 1	Year 2	Year 3	Year 4	Year 5
	Audit events/post-events, construction sites, and new development, to understand litter management issues in these contexts. *Note: construction sites could be audited as part of Get the Site Right.*			✓		
	Review existing templates/standard conditions and identify opportunities for improvement.			✓		
	Implement changes in collaboration with relevant teams managing these agreements.				✓	

Penrith City Council Litter Prevention Roadmap |47

| | Review with relevant staff post-implementation and refine if necessary. | | | | | ✓ |

Initiative 3.7: Prevent litter leaking from private bins, including residential bins as well as commercial/industrial bins, skips

	High level steps:	Year 1	Year 2	Year 3	Year 4	Year 5
Our role: Residential bin collection **Partner role:** NA **Projected cost:** TBC **Other key stakeholders:** Penrith residents.	Review waste vehicle camera data to assess the extent of this issue. *Note that the WARR Strategy includes an action to investigate and incorporate technologies to improve Council services for example cameras on waste collection vehicles…*			✓		
	Follow up with more targeted audits in problem areas.			✓		
	Plan and implement multi-faceted interventions (including education and engagement, enforcement).				✓	
	Conduct post-implementation audits and/or camera data review and analysis. Adjust interventions if needed.				✓	
	Write up outcomes and capture methods, templates and lessons learned for application to other similar problem areas in the future.					✓

Strategic direction 4: Engage with others to learn and collaborate

Summary	By engaging with other organisations also working in litter prevention, we can both: • Learn from the experiences of others – particularly when we engage with peer organisations who are tackling similar litter prevention challenges. • Establish productive partnerships – particularly with organisations who bring different skills and experience, who can add value to our litter prevention initiatives. When we engage with peers, we are also encouraged to reflect on our own experiences, recognise our strengths and weaknesses, and improve our approach over time.

Initiative 4.1: Maintain awareness of current best practice litter prevention approaches

Our role: To implement best-practice litter prevention in Penrith. Partner role: Partnerships are likely to be an important ingredient in best-practice litter prevention. Projected cost: <mark>TBC</mark> Other key stakeholders: EPA, neighbouring councils and regional alliances are likely to be important sources of information on litter prevention approaches being implemented by others.	High level steps:	Year 1	Year 2	Year 3	Year 4	Year 5
	Attend EPA/other statewide litter prevention forums – both to share our own findings and learn from others.	✓	✓	✓	✓	✓
	Meet with peer organisations in our region, who are tackling similar litter prevention challenges.	✓	✓	✓	✓	✓
	Develop internal litter prevention information resources including a contact database, a library of reference material including our own case studies, and a library of templates/tools easily accessible to relevant staff.		✓	✓	✓	✓

Penrith City Council Litter Prevention Roadmap |49

Initiative 4.2: Develop partnerships with collaborators

	High level steps:	Year 1	Year 2	Year 3	Year 4	Year 5
Our role: To work with partners where they can add value to our initiatives. **Partner role:** Partners like CUA and NMB have the potential to expand our litter prevention approach to include more in-depth community engagement. **Projected cost:** TBC **Other key stakeholders:** EPA, regional organisations and other councils can potentially introduce us to other partners or take on a partnership role themselves.	Meet with potential partners to discuss opportunities aligned with our local litter prevention objectives.	✓				
	Trial collaborative approaches in one or more pilot projects		✓	✓		
	Where pilot projects are successful, develop longer-term agreements to expand the approach to other similar projects.				✓	✓

Penrith City Council Litter Prevention Roadmap |50

Roadmap investment summary – To be confirmed

26. Prepare a five-year investment summary to formally identify the size and source of investment required to **deliver your entire roadmap**. This goes beyond what will be funded by the NSW EPA for the first three years. Outline the costs for each strategic direction, then use the totals to develop a combined and total budget. (This will inform the project budget within your application for Stream 3 funding.) Complete ONE table per strategic direction.

Strategic Direction 1						
Funding required	Year 1 $	Year 2 $	Year 3 $	Projected year 4	Projected year 5	TOTAL
From EPA						
From OUR organisation						
From Partner organisation (NAME)						
From Partner organisation (NAME)						
From Partner organisation (NAME)						
From Partner organisation (NAME)						
TOTAL						

Penrith City Council Litter Prevention Roadmap |51

Strategic Direction 2						
Funding required	Year 1 $	Year 2 $	Year 3 $	Projected year 4	Projected year 5	TOTAL
From EPA						
From OUR organisation						
From Partner organisation (NAME)						
From Partner organisation (NAME)						
From Partner organisation (NAME)						
From Partner organisation (NAME)						
TOTAL						

Penrith City Council Litter Prevention Roadmap |52

Strategic Direction 3						
Funding required	**Year 1 $**	**Year 2 $**	**Year 3 $**	**Projected year 4**	**Projected year 5**	**TOTAL**
From EPA						
From OUR organisation						
From Partner organisation (NAME)						
From Partner organisation (NAME)						
From Partner organisation (NAME)						
From Partner organisation (NAME)						
TOTAL						

COMBINED TOTAL						
Funding required	Year 1 $	Year 2 $	Year 3 $	Projected year 4	Projected year 5	TOTAL
EPA						
From your organisation						
From Partner organisation (NAME)						
From Partner organisation (NAME)						
From Partner organisation (NAME)						
From Partner organisation (NAME)						
From Partner organisation (NAME)						
From Partner organisation (NAME)						
TOTAL						

Penrith City Council Litter Prevention Roadmap |54

Risk Management

A risk assessment is an important component of any successful risk management process and helps to identify potential setbacks and determine how best to mitigate potential delays that could arise.

Risk assessment

The aim of a risk assessment is to identify, analyse and solve risks before they become problems. Identified risks are recorded in a risk register, including information about the priority of the risk and the likelihood of it happening. The risk register should not only identify and analyse risks but also provide tangible mitigation measures. This way, if the risk becomes a larger threat, our team is prepared with solutions and empowered to solve the issues.

We have used the following risk assessment matrix to allocate both likelihood (from certain to rare) and consequence (from negligible to catastrophic) to identify risk rating (low/moderate/high) for each identified risk.

Likelihood of risk	Consequence			
	Negligible	Marginal	Critical	Catastrophic
Certain	MODERATE	MODERATE	HIGH	HIGH
Likely	LOW	MODERATE	MODERATE	HIGH
Unlikely	LOW	LOW	MODERATE	MODERATE
Rare	LOW	LOW	LOW	MODERATE

27. The following table summarises our risk assessment associated with implementing our entire roadmap, as well as for each strategic direction.

Risk	Contributor (why it might happen)	Likelihood	Consequence	Risk rating	Mitigation strategy
Our grant application is unsuccessful	Many applicants for a limited pool of funding	Likely	Critical	Moderate	We are prepared to modify the roadmap and use it to apply for future funding opportunities.
Data does not provide sufficient information to clearly inform our approach	Complex factors influencing litter in the environment	Unlikely	Marginal	Low	We have planned a multi-faceted monitoring program. We will conduct ongoing evaluation and review to refine our approach.
Litter prevention is not clearly embedded into Council's IP&R Framework	Competing priorities	Unlikely	Marginal	Low	Even if our initial success is limited, we will continue working on this, as IP&R documents are continually reviewed and updated.
Our Business Case to fund implementation for Years 4-5 is unsuccessful	Competing priorities and limited funding available	Unlikely	Critical	Moderate	We are prepared to modify the Business Case and/or the Roadmap, to continue implementing litter prevention initiatives to the greatest extent possible.
Difficulty recruiting or retaining a litter prevention officer.	Employment market factors beyond our control.	Unlikely	Critical	Moderate	We will create an attractive position. We will maintain our organisational commitment to being a great place to work. We will ensure that continuity planning is built into the role.
Difficulty maintaining engagement of staff in the Steering Group	Competing priorities	Unlikely	Marginal	Low	We will continue to seek executive support to prioritise the Steering Group.

Risk	Contributor (why it might happen)	Likelihood	Consequence	Risk rating	Mitigation strategy
					We will conduct regular reviews to ensure participants see value in participating in the Steering Group. We are prepared to modify membership, format or frequency of meetings if needed.
Difficulty engaging with other teams in the organisation.	Competing priorities	Unlikely	Marginal	Low	When necessary, we will call on the Steering Group to address issues.
Issues at litter hotspots prove difficult to change.	Complex underlying challenges	Unlikely	Marginal	Low	We will tackle a range of hotspots, so it is likely we will achieve positive outcomes at least at some of these locations. If we find ourselves trying to tackle too many hotspots at once, we can re-prioritise to focus our efforts where we are most likely to achieve the greatest impact.
Difficulty engaging with other litter prevention practitioners in other organisations	Competing priorities for others	Unlikely	Marginal	Low	We plan to start with a broad approach before focusing on relationships where there is mutual interest.

Penrith City Council Litter Prevention Roadmap |57
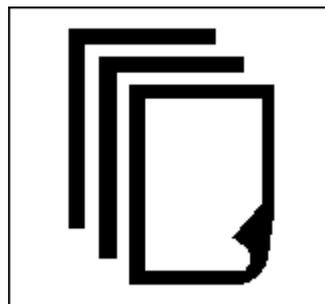
ATTACHMENTS

Date of Meeting: Monday 9 March 2026

Report Title: Draft Your Voice, Your Future: Penrith Youth Strategy 2026 - 2031

Attachments: Your Voice Your Future: Penrith Youth Strategy 2026-2031

Penrith City Council

Your Voice, Your Future:
Penrith Youth Strategy 2026 – 2031

A collective expression of hopes, priorities and ambitions for young people in Penrith, guiding meaningful action and change.

Acknowledgement of Country

We acknowledge and pay respect to the Darug and Gundungarra peoples 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.

Your Voice, Your Future: Penrith Youth Strategy 2026 - 2031

Table of Contents

Section One:
- Acknowledgement of Country
- Snapshot of aspirations

Section Two:
- The role of young people in Penrith
- The role of Council for young people
- What is the Your Voice, Your Future: Penrith's Youth Strategy 2026?
- What's the big picture?
- Ways to use this Strategy

Section Three:
- Overview of youth demographics
- How this Strategy was formed and who we heard from

Section Four:
- Key pillars and findings
  - Youth voice
  - What young people told us
  - Supporting data
  - Aspirations (what we'll do and who we'll do it with)

Section Five:
- How Penrith will set priorities and measure success

Your Voice, Your Future: Penrith's Youth Strategy 2026 - 2031 on a Page

Snapshot of Aspirations

Pillar 1: Health, Wellbeing & Safety	1.1 Communities where young people can access support early and without stigma. 1.2 Environments that are inclusive, welcoming and accessible for all. 1.3 A culture of respect, healthy relationships and safety across everyday settings.
Pillar 2: Affordable Living & Opportunities	2.1 A local economy that creates meaningful pathways into education, training and work. 2.2 Housing, transport and services that support independence and participation. 2.3 The confidence, skills and resources to navigate work, learning and life transitions.
Pillar 3: Connection, Belonging & Culture	3.1 A community that celebrates identity, culture and diversity in everyday life. 3.2 Creative and social spaces that invite participation, leadership and expression. 3.3 Relationships and connections that strengthen understanding across generations and cultures.
Pillar 4: Environment, Accessibility & Movement	4.1 A city that is easy, safe and intuitive for young people to move through. 4.2 Neighbourhoods and natural spaces that support health, recreation and connection to place. 4.3 Public spaces, programs and facilities designed with accessibility at their core.

Data Disclaimer

This Strategy draws on a range of national, state and local data sources to understand the experiences and priorities of young people in Penrith. While the target age range for this project is **8-24 years**, most publicly available datasets do not report information using this exact age bracket. To ensure relevance and continuity, the analysis uses data from age ranges that fall **within** or **closely align with** the 8-24 cohort (e.g., 10-14, 12-24, 15-19, 20-24). Where required, insights have been interpreted with consideration of these variations.

All data has been used in good faith to provide an accurate representation of young people's needs, while acknowledging minor differences in age segmentation across sources.

Your Voice, Your Future: Penrith Youth Strategy 2026 - 2031

The Role of Young People in Penrith

Young people are at the heart of Penrith's story. They bring creativity, curiosity and courage to everything they do - shaping the city's identity today and leading it into the future.

We especially acknowledge the strength, creativity and leadership of First Nations children and young people whose voices and cultural knowledge continue to shape Penrith's story

Across schools, workplaces, sports clubs, neighbourhoods and online spaces, young people contribute in many ways:

- **Community builders** - through volunteering, mentoring, leading youth projects or civic representation, young people help strengthen community connection and local pride.
- **Creative thinkers** - whether through music, art, storytelling or performance, they share new perspectives and make Penrith's culture richer and more vibrant.
- **Innovators and problem-solvers** - from influencing the design of public spaces in the *Penrith Mayoral Challenge* to shaping digital engagement and sustainability projects, young people bring fresh ideas to local decision-making.
- **Future leaders** - programs like Council's *Youth Leadership Team* develop the next generation of civic leaders who are confident to speak up, collaborate and influence change.
- **Advocates and change-makers** - young people use their lived experiences to inspire action. For example a Youth Leadership Team member is sharing her story to challenge stigma about homelessness and advocate for better support.

Young people aged 8-24 make up around one-fifth of Penrith's population[1] and bring energy, innovation and empathy to community life.

Their participation reminds us that leadership isn't defined by age - it's about ideas, collaboration and commitment to making Penrith an even better place to live.

The Role of Council for Young People

Penrith City Council plays an important part in creating a city where young people feel supported, included and able to reach their potential. Council works with schools, youth services, community organisations and other levels of government to create opportunities for young people to be included in local conversations and decisions that shape Penrith's future.

Council's role focuses on connection, partnership and advocacy - working alongside others to strengthen collaboration and create pathways for young people to be heard and involved.

- **Connector** - Council connects young people with opportunities, programs and networks that encourage participation, wellbeing and belonging. Council creates and maintains places for leisure, transport, learning and culture to provide young people an opportunity to connect and build their community.
- **Partner** - Council works alongside youth services, schools and community organisations to share ideas, coordinate efforts and create positive outcomes for young people.
- **Advocate** - Council listens to young people and shares their perspectives to inform planning, policy and decision-making across Penrith and the wider region.

Your Voice, Your Future: Penrith Youth Strategy 2026 - 2031

What is the Your Voice, Your Future: Penrith Youth Strategy 2026 - 2031

The Your Voice, Your Future: Penrith's Youth Strategy 2026 -2031 sets out how Penrith City Council supports, engages and empowers young people. The age range of this Strategy includes 8–24-year-olds to ensure the middle years population of Penrith are not overlooked. Strongly guided by young people, it reflects their ideas, priorities and aspirations for a community that values inclusion, belonging and opportunity.

More than 300 young people took part through workshops, surveys and creative engagement. They shared what matters most - feeling safe, having opportunities, and being included in decisions that affect them.

Young people helped shape every stage, from designing online engagement questions, to delivering engagement and refining the pillars and directions for action.

Why We Need Your Voice, Your Future: Penrith Youth Strategy 2026 – 2031

Penrith is home to one of the largest youth populations in Western Sydney, with around one in five residents aged 8–24 years. As our city grows, so does the need to understand and respond to the issues that shape young people's lives.

While many young people are thriving, others are navigating challenges such as transport, housing costs, mental health and access to local opportunities.

This Strategy captures what young people told us and offers a roadmap for how we can collectively support young people to thrive.

There are four key pillars. Each pillar starts with youth voice which provides perspective and sets the intention of the Strategy. The pillars provide a snapshot of current relevant data, detail the feedback received through

different engagement methods and offer a summary of findings. From this data, a set of aspirations is outlined for each pillar, which are examples of how we can practically contribute to address the key issues identified by young people.

Most importantly, this Strategy provides a comprehensive roadmap that highlights the needs and aspirations of young people in Penrith and can be adapted by organisations, services and the community to deliver meaningful and relevant projects.

What's the Big Picture?

The Your Voice, Your Future: Penrith Youth Strategy 2026 – 2031 builds on our shared Community Vision of *opportunity, connection, pride, sustainability, care and prosperity*.

It aligns with the direction set in **Penrith Community Strategic Plan 2041+**, which describes the city we want to become:

"We are welcoming, healthy, happy, creative and connected."

The Strategy translates this vision through the lens of young people, showing how Council and partners can create the conditions for them to learn, participate and shape the future.

Your Voice, Your Future: Penrith Youth Strategy 2026 – 2031
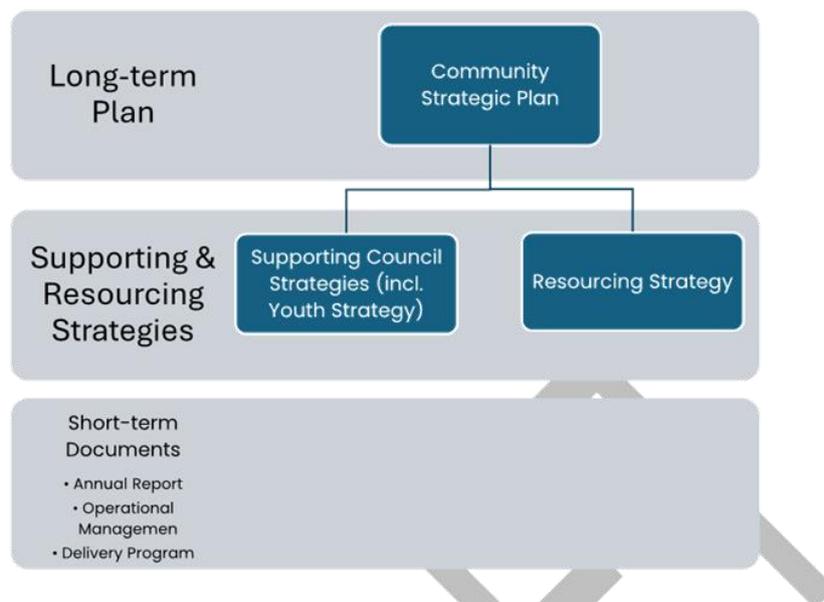
The Your Voice, Your Future: Penrith's Youth Strategy 2026 - 2031 complements other key strategies and action plans that work together to make Penrith inclusive and resilient, including:

- Resilient Penrith Action Plan 2021-2030
- Cultural Strategy and Action Plan 2024-2028
- Multicultural Action Plan 2024-2027
- Draft Reconciliation Action Plan
- Disability Inclusion Action Plan 2026-2030
- Community Safety Plan 2023-2027

Together, these plans help embed the wellbeing and participation of children and young people across everything Council does - from community development and culture to infrastructure and safety.

Ways to Use This Strategy

The **Your Voice, Your Future: Penrith's Youth Strategy 2026 - 2031** is an intention-setting document that provides a shared roadmap for everyone supporting or wanting to support young people in Penrith. It can be used by Penrith City Council, schools, community organisations and partners to inform their work with young people. It can also be used by young people to

self-organise or partner with organisations to co-lead projects and activities.

- **A guide for planning and reflection –** The Strategy helps shape priorities, spark collaboration and inform initiatives that reflect what young people value.
- **A living document –** The Plan has been created so it can survive shifting priorities and remain relevant as Penrith grows and young people's needs change.
- **Led by young people –** The Youth Leadership Team was fundamental in the development of this Strategy, their ideas, insights and lived experiences sit at the heart of every pillar and will continue to guide future engagement.

This Strategy helps keep young people's voices central to decision-making and ensures Penrith remains a city where every young person can belong, contribute and thrive.

Your Voice, Your Future: Penrith Youth Strategy 2026 - 2031

Youth Snapshot

Penrith is a young and growing city - a place where children and young people are shaping the story of one of Western Sydney's most dynamic communities. Home to more than 219,000 residents, Penrith stretches from the Nepean River to the foothills of the Blue Mountains, blending city life with open space, creativity, and opportunity.

Around one in five people in Penrith are aged 8-24 years, bringing energy, culture, and fresh perspectives to the community 7.2% of 12–24-year-olds identify as being of First Nations descent, and many others have cultural connections that span over 110 countries across the world. English is the most spoken language, but more than one in five households speak another, creating a rich cultural mix that defines modern Penrith.

Your Voice, Your Future: Penrith Youth Strategy 2026 - 2031
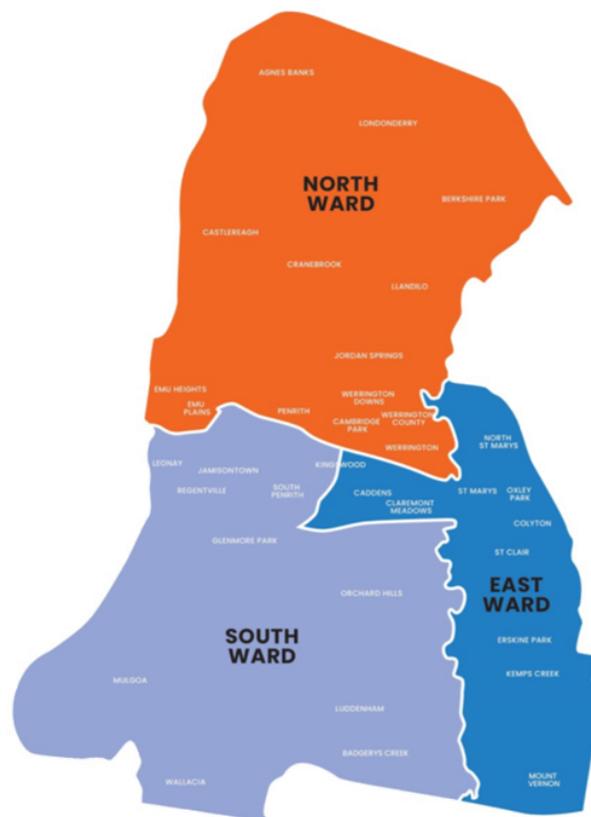
Young people are studying, working, volunteering, representing their constituents and contributing across every part of community life. Most are in education, many balance work and study, and local industries such as retail, hospitality, construction, and health care are powered by youth employment. Yet challenges remain - with transport access, housing costs, and mental health support emerging as shared concerns through community engagement.

Penrith's young people are resilient, creative, and future-focused. They want a city that listens, includes, and empowers them, a city that offers opportunities for growth, connection, and leadership.

Our Penrith at a Glance:

- 404 km²
- 55km west of Sydney CBD
- 2021 Population - 217, 664
  - 9th largest LGA in NSW
- 2041 Population - 271, 518
- Youth Population (8-24 years) ~48,000 (22%)

- Top languages
  - Arabic - 1.8%
  - Punjabi - 1.4%
- Youth employment - 77% of (18-24) in labour force
  - Retail
  - Hospitality
  - Construction
- Youth disengagement (not in work or study) - 15% (18-24)

- 5.5% need assistance with core activities
- 5% First Nations
  - Higher than metro average (1.7%)
- 29% people born overseas
- 24% households where non-English language is used
  - Tagalog - 1.2%
  - Hindi - 1.1%
  - Mandarin - 0.8%
  - Above Greater Sydney (11%)
- Most common long-term health issue - mental health (12.5% of 18-14-year-olds)
  - Higher than Greater Sydney average

Your Voice, Your Future: Penrith Youth Strategy 2026 - 2031

How This Strategy Was Formed

The **Your Voice, Your Future: Penrith's Youth Strategy 2026 – 2031** was developed through a collaborative process shaped by the voices, experiences and ideas of young people across Penrith.

In February 2025, 29 young people responded to an Expression of Interest to join the Penrith Youth Leadership Team to inform the development of this Strategy. Council also worked with schools, youth services and community organisations to ensure the Strategy reflects a broad range of youth perspectives and experiences.

Between **June and November 2025**, more than **300 young people aged 8 -24** shared their views through online engagement and face-to-face conversations. The process aimed to reach young people across different settings - schools, community spaces and digital platforms - ensuring participation was inclusive and accessible.

The online engagement was co-designed with the **Youth Leadership Team (YLT)** - a group of young people aged 15-20 who helped design survey questions and lead the engagement during Youth Week 2025. Their involvement ensured the process stayed grounded in youth perspectives and lived experience.

Youth Led Engagement Snapshot

- 300+ young people engaged
- 171 Your Say responses
- 128 workshop participants
- 55 stakeholders consulted
- 6 engagement sessions
- 20+ youth organisations actively engaged

Who We Heard From

Young people who participated represented a wide range of experiences and identities[1], including:

- Children and teenagers aged 8-17 years participating through schools and youth programs
- Young adults aged 18-24 living, studying or working in Penrith
- First Nations young people (25% of total participants) Young people from culturally and linguistically diverse backgrounds (5% of total participants)
- Young people with disabilities or who access additional support (9% of total participants)
- LGBTQIA+ young people and peer advocates (10% of total participants)
- Young parents, students, workers and job seekers

This diversity of voices helped shape a holistic picture of what young people value, what they want to see change, and how they contribute to Penrith's community life.

Engagement Tools and Approach

To hear from as many young people as possible, Council used a mix of online and face-to-face tools. Each approach was designed to make participation easy, meaningful and youth friendly.

- **Your Say Penrith survey** - The **Your Say Penrith** online platform hosted a short, youth-focused survey open from **March - April 2025**. It asked young people about:
    - What they enjoy most about living, studying or working in Penrith
    - What challenges or barriers they experience day to day
    - What would make Penrith a better place for young people
    - How Council and the community can support their wellbeing and opportunities

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[1] Young people had the choice to share demographic information. The statistics on demographic data throughout this document are only representative of the number of young people who shared this information with us, not based on 300+ responses.

The **Youth Leadership Team (YLT)** helped shape the questions used in the survey to ensure they were clear, concise, engaging and relevant. They also encouraged their peers to participate through schools, local networks and social media - helping make the survey more accessible and relatable to a wider group of young people.

The survey received **171 responses**, representing young people from across Penrith's suburbs, schools and backgrounds.

- **Face-to-face engagement** - To complement the online survey, Council facilitated **seven engagement sessions** across schools and community settings. These sessions reached over **128 participants**, ranging in age from 8 to 17 years, and were designed to be interactive. We asked young people:
  - What do you think Penrith Council does?
  - From a list of 22 items, choose the five most important things and the three least important
  - If you were the mayor, what three things would you do to make your neighbourhood a better place?

Face-to-face engagement included:
  - **A Place to Go** (North St Marys) – is a program for young people aged 10-17 in contact with the justice system. **12 young people** participated in the engagement.
  - **Community Junction** (Werrington) – delivers a range of youth programs for 12 – 18-year-olds. 15 participants took part.
  - **Braddock Public School** (Cranebrook) - **27 students** aged 10-12 participated in a facilitated workshop.
  - **Pride Place** (Breakthru Office, High Street Penrith) – is a monthly drop in LGBTIQA+ safe space. We had **3 participants** identifying as gender and sexually diverse.
  - **Vacation Care Groups** (Erskine Park/Emu Plains/Kindana/Ngamae coordinated by Uniting and Penrith City Council Children's Services) - **51 children and young people** participated in guided activities to identify their top three ideas for improving their local area, encouraging creative and aspirational thinking.

- o **Culture Fusion (St Marys)** – a multicultural event for families. 20 young people provided feedback at an engagement pop up stall.

Each session used creative tools including engagement boards, voting activities and visual worksheets to help young people share ideas about their lives, their communities, and their aspirations for Penrith's future. Asking young people about what they would do if they could be the Mayor for a day helped draw out what truly matters for young people.

- **Peer-to-peer engagement** - Peer engagement was a cornerstone of the process. The **Youth Leadership Team (YLT)** - made up of **29 young leaders** aged 15-20 - acted as ambassadors for the Strategy. They helped refine engagement questions, promoted the Your Say survey, hosted informal conversations within their networks and schools, and led a large engagement campaign during Youth Week 2025.

- **Partner and stakeholder engagement** - Council surveyed **55 members** at Penrith Youth Interagency to understand the most effective ways to engage young people and identify key partners to help develop and deliver the Strategy. PCC also worked with more than **20 organisations** to understand the broader landscape of youth programs, needs and opportunities across the LGA.

Partners included:
- o Local schools and education providers
- o Youth and community services such as *A Place to Go, Community Junction, Youth Employment Services, Platform Youth Services, Street Uni, Uniting* and others through the Penrith Youth Interagency
- o Youth Health and Wellbeing organisations, including *Breakthru* and *Headspace*
- o Cultural and recreation groups and interagency networks

These conversations helped confirm that the themes raised by young people were consistent with what local practitioners and educators observe every day.

Key Pillars and Findings

The engagement process revealed a clear and consistent message: young people across Penrith share many of the same priorities, even if their experiences are different.

Through workshops, surveys, pop-ups and conversations, four key pillars emerged. Each pillar reflects what young people said matters most to them, supported by local data, youth stories and community insights.

These pillars build on one another, together showing what young people value, the challenges they navigate, and how Council and partners can respond in ways that make a meaningful difference.

1. **Health, Wellbeing & Safety** - *Feeling safe, supported and connected is essential for young people's wellbeing.*

   This pillar explores young people's views on mental health, access to support, safety in public spaces, and the importance of inclusion and belonging. It combines youth insights with data on health, safety and access to services.

2. **Affordable Living & Opportunities** - *Creating opportunities for young people to live, learn and work locally.*

   This pillar captures what young people told us about cost of living, housing, jobs and access to education and training. It includes insights on how affordability affects participation and independence, supported by local economic and social data.

3. **Connection, Belonging & Culture** - *Celebrating diversity, identity and inclusion across Penrith.*

   This pillar focuses on how young people connect with each other, their communities and culture. It explores belonging, representation, and

how creative and cultural spaces can help young people express who they are and feel part of Penrith's story.

4. **Environment, Accessibility & Movement** - *Building a sustainable, inclusive and connected city for young people.*

This pillar explores access to transport, parks, recreation, and the natural environment. It includes young people's ideas on sustainability, accessibility and what makes Penrith's neighbourhoods feel safe and easy to move through.

Pillar 1: Health, Wellbeing & Safety

Youth Voice: Jaden's Story - 16 years old

LGBTQIA+ young person | Balancing school, work and belonging

"I'm in Year 10 and live with my family in Colyton. I go to school nearby and work part-time at a café on Queen Street in St Marys. Most weekends I'm out with my friends - sometimes at the shops, sometimes at the skate park or just hanging out at home.

I like school, and I've got a good group of friends, but there are times I feel out of place for being different. I'm part of our school's diversity club, which really helps - it's one of the few places I can talk openly and feel supported.

Getting around can be tricky, though. Buses don't always line up with school or work, and it's hard to get home from youth events when they finish late. Sometimes that means I just don't go.

I'd love to see more safe spaces and programs for young people - places that are easy to get to, where you can just be yourself and not feel judged."

What Jaden's Story Tells Us

- Many young people are balancing study, part-time work and social life while navigating identity and confidence.

- Inclusive spaces at school and in the community play a major role in supporting mental health and belonging.
- Access to safe, reliable transport affects whether young people can attend programs, events or services.
- Young people want environments that are welcoming, inclusive and affirming of diversity.

What the Data Tells Us

- The Black Dog Institute Youth Mental Health Survey found the proportion of young people aged 15-19 years who reported psychological distress increased from 18.7% in 2012 to 24.9% in 2023.[3]
- In Penrith, young people are 7% more likely to have a long-term health condition when compared to Greater Sydney[4]
  - 12–17-year-olds - 16% (Penrith) vs 13% (Greater Sydney)
  - 18–24-year-olds - 25% (Penrith) vs 16% (Greater Sydney)
- The most common health conditions for our young people in Penrith:
  - Asthma - 12–17-year-old (9.7%) vs 18–24-year-old (9.8%)
  - Mental health conditions - 12–17-year-olds (7%) vs 18–24-year-olds (12.5%)

What Young People Tell Us

Your Say Penrith Survey – 171 responses

- 56% said **healthcare services** (doctor, dentist, mental health support) are most needed or used in their local area.
- 49% said they need **mental health support** (therapy, counselling) to be happy and healthy.
- 54% said they need a **safe environment** to be happy and healthy.
- Young people from **culturally and linguistically diverse (CALD)** backgrounds were more likely to value "healthy food" (83%) compared with non-CALD participants (42%).
- **Male participants** valued "**physical activity**" (60%) more than the female participants (35%).

Face-to-Face Engagement - Focus Groups – 128 participants

- 56% of respondents rated access to doctors and health care services as very important. This ranked second out of all topics, demonstrating that this is a critical concern for young people.

- 40% of respondents identified safe neighbourhoods as an important feature of their local area, while 20% highlighted the importance of healthy relationships, indicating that **safety is experienced as both physical and social**.

- Support for mental health was identified as an important service by 24% of respondents, reinforcing its significance for young people.

- Participants at **Community Junction** mentioned drug use and safety concerns more frequently than their peers at **Pride Place and a Place to Go**, reflecting local differences in experience.

Peer to Peer Engagement - 29 YLT members

- Young people emphasised the role of parents, family, and trusted adults in supporting wellbeing and a sense of safety.

> Love and care start from parents and trusted adults - young people said "family, teachers and mentors all play a role in creating a sense of safety."

- They also linked financial stress, limited transport and access barriers with feelings of isolation, anxiety and disconnection - showing that wellbeing and safety are influenced by both emotional and practical factors.

> "When you can't get to things or afford them, it makes you feel cut off. It's not just about health; it's about being included."

What the Findings Tell Us

Young people across Penrith spoke openly about their health and wellbeing; what helps them stay well and what gets in the way.

The data shows rising levels of psychological distress among young people over the past decade, with mental health conditions now among the most common long-term health issues.[5] Young people in Penrith are also more likely to have a long-term health condition than their peers across Greater Sydney.[6]

Through the Your Say Penrith survey, focus groups and peer-led engagement, young people described a strong need for early mental health support, safe public spaces, and affordable healthcare. They also spoke about wanting to feel safe at home, at school and in their neighbourhoods, and about the importance of trusted relationships with adults and peers.

For many, wellbeing was not just about services but about connection, confidence and belonging. Young people from culturally diverse backgrounds linked health to family, food and cultural connection, while LGBTQIA+ young people and those living with disability emphasised the need for inclusion and acceptance.

Together, these insights show that for young people in Penrith, health and safety are about more than access to care, they're about feeling valued, connected and supported by their community.

Aspirations

1.1 Communities where young people can access support early and without stigma.

Young people told us they want support *before* things escalate - support that is easy to reach, stigma-free, and grounded in trust. Workshops highlighted that many rely on family, teachers and trusted adults, while survey results showed mental health as one of the strongest drivers of wellbeing. Young people are clear, early support matters just as much as

crisis support and accessing it shouldn't depend on where you live or what you can afford.

What this could look like:

Youth-friendly mental health pathways available through schools, community hubs and online platforms. More visible early-intervention touchpoints, peer support programs, and spaces where young people feel safe to talk about wellbeing.

Council's role:

Council works with youth services, schools and health partners to promote early support options, strengthen outreach and create environments where young people feel comfortable seeking help.

Key partners:

Youth Mental Health Services · Hospitals · NSW Health · Schools · Youth services and local community organisations

1.2 Environments that are inclusive, welcoming and accessible for all.

Young people described safety as more than physical infrastructure - it is about whether spaces feel welcoming, culturally respectful and inclusive for people of all abilities. Engagement sessions showed that Culturally and Linguistically Diverse and LGBTQIA+ young people, and young people with disability, often face extra barriers to belonging. They want places and programs designed with their identities, needs and lived experiences in mind.

What this could look like:

Community spaces, events and programs designed around universal access, cultural safety, and inclusive communication. Environments where identity is affirmed, differences are respected, and all young people can participate fully.

Council's role:
Council incorporates universal design and inclusion principles into planning, events and community development, and works alongside partners who bring cultural and disability expertise.

Key partners:
Disability Inclusion Networks · Youth & Community Services · Universities · Youth Accommodation Services

1.3 A culture of respect, healthy relationships and safety across everyday settings.

Young people consistently linked safety with relationships - how they are treated at school, in public spaces, online, and in their own families. Through peer-to-peer engagement, they spoke about kindness, respect and understanding differences as foundations for feeling secure. They also highlighted how bullying, discrimination and social pressures affect their confidence and mental health.

What this could look like:
Programs that build respectful relationships, promote safe online behaviour, reduce bullying, and create safe public spaces through lighting, design and community connection. Outreach and education that support positive behaviour and empower young people to look out for one another.

Council's role:
Council collaborates with police, schools and youth organisations to champion positive community values, deliver community safety initiatives and foster spaces where young people feel welcome.

Key partners:
NSW Police · Local schools · Youth & Community Services · Youth Mental Health Services

Pillar 2: Affordable Living & Opportunities

Youth Voice: Nick's Story - 23 years old
Job seeker | Outdoor enthusiast | Rebuilding confidence

"I live in Emu Plains and recently finished a construction traineeship. When the company closed during the pandemic, I thought I'd find something new quickly - but it's been harder than I expected.

I've applied for heaps of jobs, but most want experience I don't have. Volunteering at the community garden has helped me stay busy and clear my head, but it's tough seeing rent and bills go up while work feels out of reach.

I want to build a career and stay in Penrith - near my friends and family - but it feels like everything's getting more expensive. I just want more chances to learn, work and get ahead."

What Nick's story tells us
- Transitioning from training to employment remains challenging, particularly where entry-level roles require experience.
- Rising living and housing costs compound employment barriers, making it harder for young people to establish independence.
- Motivation and community involvement alone are not enough without clear pathways to work and skills development.
- Accessible employment, training and affordable living options are critical to help young people build careers and remain connected to Penrith.

What the Data Tells Us[7]
- Most young people in Penrith City live in single dwelling properties (freestanding houses)
  - 88% - 12–17-year-old
  - 81% - 18–24-year-old
- Medium density properties (townhouses/villas)

- 10% - 12–17-year-old
- 11% - 18-24-year-old
- Only a small portion of young people live in medium density housing likely due to a lack of availability, reducing options for young people when they are looking to live independently.
- High density (apartments/units)
  - 1% - 12–17-year-old
  - 6% - 18–24-year-old
  - A very small portion of young people live in high density households meaning young people likely have very few affordable and accessible rental options, pushing them to less suitable housing types

- Education
  - 92% of 15-17 years olds had a secondary school qualification
  - 1.2% had a certificate I to IV qualification
  - 0.4% stated having no formal qualification
  - 21.6% of Penrith City young people aged 18-24 attended university
- Youth disengagement from education and or employment
  - 4.3% – 15-17 years old
  - 15% – 18-24 years old
- Income
  - The median household income where 12-17 years old lives is $2,532 per week
  - The median household income where 18-24 years old lives is $2,831 per week
- Employment
  - 92% are employed
    - 33% – full-time
    - 41% – part-time
  - 8% are unemployed
    - 3% – looking for part-time work
    - 5% – looking for full-time work

    ○ Industry of employment for people aged 18-24 years old:
      ▪ 16% retail trade
      ▪ 16% construction
      ▪ 12% accommodation/food service

What Young People Tell Us

Your Say Penrith Survey - 171 responses

- 33% of participants said that they need financial resources to be happy and healthy.
- 67% of young people with disability or additional support needs said they need financial resources to be happy and healthy compared to 29% of young people living without a disability or additional needs
- Over 40% of respondents said employment services or support are the most needed or used services in their local area.
- 78% of young people with disability valued employment support as a service most needed in their area

Face-to-Face Engagement – 1284 participants

- **80%** of respondents voted **affordable homes** as a priority for young people ranking it highest out of all responses
- 44% of respondents voted **having enough money** as a priority for young people
- **40% of students at Community Junction** said Council provides valuable support for people experiencing financial stress or homelessness.
- Nearly 21% of the respondents said if they were Mayor, they would improve **housing and homelessness support** across the city.

Peer to Peer Engagement – 29 YLT members

- Young people said that finding and keeping work is one of their biggest challenges.
- Many mentioned the need for access to local employment opportunities, training and apprenticeships close to home.

- They highlighted cost-of-living pressures as major barriers to staying in Penrith or taking part in work and study.
- Participants valued mentors, role models and leadership programs that focus on their strengths and help them build confidence, not just qualifications.
- Several spoke about wanting open, youth-friendly spaces where they can meet, learn new skills and feel supported by their community.

What the Findings Tell Us

Young people across Penrith are ambitious and community-minded, but many are finding independence harder to achieve. They spoke about the pressure of rising rents, transport costs and the difficulty of finding local jobs that match their skills or study schedules. For some – particularly those living with disability or from low-income households – these barriers affect confidence, wellbeing and connection.

Peer discussions reinforced that financial stability, access to training, and reliable transport are essential to wellbeing. Young people want to feel secure, capable and optimistic about their future. They also emphasised the importance of mentorship and supportive environments that help them stay motivated and build real-world experience.

At the same time, young people recognise Penrith's potential. With its mix of education providers, local businesses and community programs, they see opportunities for a city that connects learning, work and affordable living.

They want a Penrith where they can rent affordably, travel easily and find meaningful work close to home - a community that helps them thrive, not just get by.

Aspirations

2.1 A local economy that creates meaningful pathways into education, training and work.

Young people told us they want to build their future locally, but cost-of-living pressures and limited entry-level opportunities make that difficult. Focus groups showed that housing affordability, stable transport and meaningful work are central to independence. Young people with disability also emphasised how financial stress affects confidence and belonging. The message was clear: opportunity is not just about having skills - it's about having local, realistic pathways into work, training and financial stability.

What this could look like:
Visible pathways from school to work, stronger links between local employers and young people, more apprenticeships, micro-credentials, volunteering pathways that convert into real jobs, and practical skill-building opportunities.

Council's role:
Council works with education providers, employers and business networks to highlight youth employment pathways, attract growth industries and promote initiatives that help young people gain experience.

Key partners:
Education providers · Penrith businesses · Local employers · Employment services · Community organisations

2.2 Housing, transport and services that support independence and participation.

Young people described how transport costs, unreliable connections and rising rents shape their daily lives. For many, especially those in outer suburbs, mobility affects access to education, work, healthcare and social connection. Students also highlighted safety concerns while cycling or travelling alone. Affordable transport and secure housing are not just practical needs - they underpin wellbeing and the ability to participate fully in community life.

What this could look like:

More reliable public transport options, safer cycling and walking networks, and diverse, affordable housing near education, employment and services. Supportive environments that make it realistic for young people to stay in Penrith as they transition to adulthood.

Council's role:

Council advocates for diverse housing supply and collaborates with state agencies on transport planning that reflects the needs of young people.

Key partners:

NSW Department of Planning, Housing & Infrastructure · Transport for NSW · Community housing providers · Developers · Local education partners

2.3 The confidence, skills and resources to navigate work, learning and life transitions.

Across surveys and peer discussions, young people spoke about the pressure of managing money, navigating instability and trying to access work without experience. They want the skills and tools to feel prepared – not just academically, but practically. Job readiness, digital skills, financial literacy and support from mentors all help young people build confidence as they plan for their future.

What this could look like:

Life skills programs, mentoring, financial literacy workshops, digital access initiatives and job-readiness programs that support young adults transitioning between study, work and independence.

Council's role:

Council partners with youth services, schools and employment networks to promote capability-building programs that equip young people for long-term success.

Key partners:

Community Groups · Charities · Youth Mental Health Services · Local schools · Employers

Pillar 3: Connection, Belonging & Culture

Youth Voice: Aaliyah's Story - 11 years old

First Nations young person | Creative learner | Loves her community

"My name's Aaliyah and I live in Cambridge Park with my mum and two younger brothers. I'm proud of my Darug heritage - we talk about Country and culture at school, and I love when we get to paint or dance.

I feel happiest when I can be creative and share stories about who we are. Sometimes it's hard when activities cost too much or are too far away. I wish there were more free things to do after school, close to home - places to hang out, learn, paint and make new friends.

I love Penrith because it feels like home. I just want more spaces for kids like me to be creative, proud and connected."

What Aaliyah's story tells us
- Affordable, local activities are critical to ensure young people can participate without cost or transport barriers.
- Creative and cultural expression supports identity and wellbeing, particularly for First Nation young people.
- Accessible youth-friendly spaces enable connection, learning and positive social relationships.
- Celebrating culture strengthens belonging, helping young people feel seen, proud and connected to their community.

What the Data Tells Us[8]

- 7.5% of 12-17-year-olds and 6.9% of 18-24-year-olds identified as having First Nations ancestry - higher than the Greater Sydney average.

- In 2021, 14% of people aged 12-17 and 18% aged 18-24 in Penrith were born outside of Australia.

- One in five Penrith residents speak a language other than English at home.

What Young People Tell Us

Your Say Penrith Survey - 171 responses

- 57% of participants said creative opportunities (art, music, performance, theatre, cultural expression) are important to their happiness and wellbeing.
- 74% said they connect with friends and family in-person while 34% also connect via Instagram and Snapchat.
- 51% said they need social support (friends, family, community) to be happy and healthy.
- Young people from CALD backgrounds were more likely to value social support (friends, family, community) (83%) compared with the non-CALD participants (65%).

Face-to-Face Engagement – 128 participants

- Young people highlighted free events and activities and places to hang out as the top two important factors to connection and belonging.

- 24% valued friendly communities and 18% valued access to music and arts.

- Participants at *Pride Place* expressed a strong desire to celebrate diversity and different cultures.

- Across all groups, there were at least 10 mentions of healthy relationships and friendly communities, reinforcing the link between connection, wellbeing, and happiness.

Peer to Peer Engagement – 29 YLT members

- Young people want to feel accepted and respected for who they are, without judgement. They spoke about the importance of tolerance, kindness and understanding differences.

> "Just feeling safe and accepted is the main thing. It helps you stay positive and deal with stuff."

> "I just want to be accepted for who I am, without people judging me."

- They described a need for more open, youth-friendly places where they can connect with friends, be creative and feel welcome. They want alternatives to commercial or adult-dominated areas.

> "We need more places where we can hang out with friends without spending money."

> "It would be good to have places made for us, not just places we're allowed to be."

What the Findings Tell Us

Young people in Penrith see connection as essential to feeling well and confident. They told us that belonging comes from being accepted and represented - through culture, creativity and shared experiences.

Participation in art, music and cultural events helps young people build identity, pride and community ties. Those opportunities are most meaningful when they reflect Penrith's diversity - its First Nations heritage, multicultural

communities, people with disability, the LGBTIQA+ community and the growing creative scene.

Many participants said they want more welcoming spaces that invite interaction – places to gather, collaborate and relax without cost or judgement. They also described kindness, empathy and community spirit as the values that make Penrith feel like home.

Mentors, role models and inclusive programs were seen as vital for helping young people feel seen and supported, particularly for those who may not always feel they belong. When creativity, diversity and connection are nurtured, young people gain a stronger sense of who they are and where they fit, and Penrith becomes a city where everyone can belong.

Aspirations
3.1 A community that celebrates identity, culture and diversity in everyday life.

Young people said belonging comes from being seen, respected and represented. They spoke about the importance of cultural pride, creative expression and spaces where differences are valued. CALD and LGBTQIA+ young people emphasised the need for visibility and acceptance. A sense of belonging strengthens wellbeing, builds confidence and helps young people feel connected to their community.

What this could look like:
Creative and cultural programs showcasing young people's stories; events that reflect Penrith's First Nations heritage and multicultural identity; stronger representation across youth spaces and leadership opportunities.

Council's role:
Council works with cultural groups, creative organisations and youth leaders to design programs that celebrate culture, amplify youth voices and strengthen community identity.

Key partners:

First Nation Elders and community groups · Multicultural services · Local arts organisations · Schools · Youth Leadership Team

3.2 Creative and social spaces that invite participation, leadership and expression.

Across workshops, young people said they want more places to gather, create and belong. They want free, accessible, safe spaces that aren't commercial or adult dominated. Peer-to-peer engagement emphasised that creativity and expression help build resilience and pride. When young people have real roles in shaping programs, they feel respected and invested in their community.

What this could look like:

Youth-led events, creative studios, cultural festivals, after-school programs, inclusive performance spaces, and co-designed activities where young people contribute ideas and leadership.

Council's role:

Council supports youth leadership structures and partners with arts, education and community organisations to deliver creative and youth-driven programming.

Key partners:

Youth Leadership Team · Penrith Performing & Visual Arts · Education Providers · Community Programs

3.3 Relationships and connections that strengthen understanding across generations and cultures.

Young people shared that connection grows through kindness, understanding and opportunities to learn from others. Peer engagement highlighted the desire for respectful spaces where differences are celebrated, not judged. Intergenerational programs help young people build confidence, cultural knowledge and emotional support especially for First Nations and multicultural young people.

What this could look like:

Programs that bring families, young people, Elders and community leaders together; cultural learning opportunities; intergenerational mentoring; shared creative and community projects.

Council's role:

Council delivers programs guided by the Multicultural Action Plan, First Nations Cultural Protocols and the Reconciliation Action Plan, fostering cultural safety and bringing communities together.

Key partners:

First Nations Elders · Multicultural organisations · Neighbourhood centres · Schools · Community and aged services

Pillar 4: Environment, Accessibility & Movement

Youth Voice: Maya's Story - 20 years old

First-generation university student | Living with disability | Aspiring social worker

"I'm studying social work at Western Sydney Uni, and I live with my parents in Jordan Springs. My family moved here from the Philippines when I was little.

I use a mobility aid because of a chronic condition. Uni has been supportive, but it can be hard to get to places or join events when transport isn't easy or venues aren't accessible. Sometimes it makes me feel like I'm missing out.

I love volunteering at the youth centre and mentoring younger students from multicultural backgrounds. It's where I feel most connected - like I'm part of something.

I just want Penrith to be a place where everyone can join in, where accessibility isn't an afterthought - whether it's at uni, at work or in the community."

What Maya's story tells us

- Accessibility remains a barrier to participation, particularly for young people living with disability when transport and venues are not inclusive.
- Inclusive design supports social connection, enabling young people to fully participate in education, work and community life.
- Volunteering and mentoring build belonging and purpose, especially for young people from multicultural backgrounds.
- Accessibility must be embedded, not incidental, to ensure all young people can engage equally across services, spaces and opportunities in Penrith.

What the Data Tells Us[9]

- In 2021, 4.6% of 12-17-year-olds and 2.9% of 18-24-year-olds in Penrith reported needing assistance due to disability.
- 2021 Census Data shows that only 3.1% of Penrith residents travelled to work by public transport, while 51.3% used a private vehicle highlighting car reliant travel networks that limit young people's mobility and access to education, work and recreation.

What Young People Tell Us

Your Say Penrith Survey - 171 responses

- 40% of participants said that access to green space is important for being happy and healthy.
- Participants with disability (78%) valued access to green space more highly than participants without disability (42%).
- 43% said recreational spaces (parks, gyms) were the most used or needed facilities in their local area.
- 54% said they need a safe environment to feel happy and healthy (e.g. public spaces with good lighting).

Face-to-face Engagement – 128 participants

- Young people made more than 10 mentions of wanting better access to nature and footpaths showing a strong preference for green, walkable neighbourhoods.
- 36% mentioned that looking after the environment is important, reflecting a sense of environmental responsibility and care for future generations.
- 36% through the 'dotmocracy' exercise voted for prioritising public transport and accessibility.
- Participants at *Pride Place and A Place to Go* called for more frequent and reliable transport options, especially in the evenings.

- Student at *Braddock Public School* said that they feel unsafe riding bikes alongside cars, but cycling is often the only way they can visit friends.

Peer to Peer Engagement – 29 YLT members

- Young people spoke about how accessible environments and reliable transport are essential for independence and wellbeing. They said that when spaces are hard to reach or navigate, it limits their ability to participate in community life.

> "Transport is the biggest obstacle young people face getting to school, work or programs."

- Participants said caring for the environment helps them feel connected to community and place.

> "Having more trees, parks and clean spaces makes people want to look after them - it's where we go to relax."

- Young people with disability and mobility needs shared the importance of accessible design: ramps, crossings, and inclusive facilities that allow everyone to join in.

> "Accessibility isn't just ramps; it's being able to actually join in and be part of things."

What the Findings Tell Us

Young people want Penrith to be green, connected and inclusive - a city where they can move freely, access spaces easily, and feel safe wherever they go. They see transport, accessibility and sustainability as deeply linked to independence and wellbeing.

They spoke about the challenge of limited public transport and car dependency, which make it harder to get to school, work or events. Many said they want safer, more reliable options - especially for cycling and walking - and more youth-friendly public spaces connected by well-lit paths.

Young people with disability or mobility needs emphasised that accessibility should be built into everything, from playgrounds and parks to public transport and events. They also expressed pride in Penrith's natural environment and a shared responsibility to protect it - through clean green spaces, recycling, tree planting and sustainable design.

For young people, a connected and inclusive city is one where everyone can move, meet and participate - where green space, good design and safe transport bring people together.

Aspirations

4.1 A city that is easy, safe and intuitive for young people to move through.

Young people said their ability to move around safely shapes their independence and wellbeing. Transport barriers, unsafe cycling routes and poorly lit areas make it harder to study, work, socialise and stay active. Improving mobility is not just about infrastructure - it is about giving young people freedom, safety and choice.

What this could look like:

Better lighting, connected footpaths, safer cycling routes, secure places to wait for public transport, and transport options that reflect youth schedules and needs.

Council's role:

Council works with state agencies on transport planning and prioritises safe, youth-friendly design in public spaces. Council continues to deliver road maintenance projects and prioritise safe footpath and cycling routes.

Key partners:

Transport for NSW · NSW Police · Local schools · Community Programs · Disability Inclusion Network

4.2 Neighbourhoods and natural spaces that support health, recreation and connection to place.

Young people want neighbourhoods that feel green, peaceful and well cared for. They told us nature helps them feel calm, healthy and connected. Young people with disability emphasised the importance of accessible, inclusive green spaces. They also expressed pride in environmental responsibility and a desire to be part of solutions for a sustainable Penrith.

What this could look like:

Accessible parks, clean creek lines, shaded play areas, community gardens, tree-planting, climate-aware design, and youth-led environmental projects.

Council's role:

Council supports environmental stewardship, sustainability programs and green space upgrades aligned with youth priorities. Council continues to maintain open space, parks and gardens to ensure young people can access these spaces.

Key partners:

Environmental organisations · Schools · Community Groups · Environmental Programs

4.3 Public spaces, programs and facilities designed with accessibility at their core.

Young people with disability and mobility challenges told us that accessibility is about more than ramps - it is about being able to join in without barriers. Peer-to-peer engagement highlighted how inaccessible buildings, unclear paths or long transport connections limit participation and confidence. A universally designed city ensures every young person can take part in community life.

What this could look like:

Accessible playgrounds, inclusive events, clear pathways, adaptive equipment, accessible signage and digital communication that works for everyone.

Council's role:

Council incorporates universal design principles into planning, infrastructure and events, and works with partners to strengthen inclusive practice across the community.

Key partners:

Disability & inclusion services · Health services · Youth services · Local schools · Accessibility advocates

How Penrith Will Set Priorities & Measure Success

Penrith's Youth Strategy is intentionally non-prescriptive, enabling it to evolve as the needs of young people change. It provides a shared vision that guides how Council, partners, and the wider youth sector can respond to the needs and aspirations of young people in Penrith. To honour this approach, success will be measured by the quality, impact, and collective movement of Council partners, and the wider youth sector towards the outcomes young people told us they value.

Penrith will use this strategy as a principles-based, intention-setting guide, allowing Council and partners to adapt their work as young people's needs change.

This approach will support a shared understanding of how youth voice is being reflected across the community, while helping to build a cohesive narrative that recognises the diverse efforts of organisations working to support and empower young people in Penrith.

Council will, in discussion with key stakeholders, including youth services, set the key priority actions relevant to the Strategy each year. This ensures that activities across the youth sector remain:

- Responsive — able to adapt as challenges or opportunities emerge
- Aligned — connected to the pillars and aspirations in this strategy
- Youth-led — shaped and reviewed with young people through regular engagement
- Collaborative — encouraging shared responsibility and collaboration rather than siloed efforts

Penrith will develop a picture of progress over time using stories, data, and insights, consistent with national youth engagement practices including:

- Youth voice and lived experience
- Sector insights and program mapping
- Community indicators
- Partnership strength and collaboration

Council, alongside sector partners, will report yearly against collective progress. This report will be informed by data gathered using a mix of targeted evaluation tools including surveys and ongoing engagement with local young people to track how well the PYS is delivering on its goals.

By regularly gathering input from young people, service providers, and community partners, Council can measure changes in engagement, satisfaction, and outcomes over time. These insights will help identify what's working, highlight areas for improvement, and ensure that programs remain responsive to the evolving needs and priorities of local young people.

The development of this Strategy was led by the Community Capacity and Community Safety Teams at Council. If you would like to discuss the content of this document or find out more about this work, please contact us at community.capacity@penrith.city or at 4732 7777

References

1. Australian Bureau of Statistics. (2021). *2021 Census All persons QuickStats — Penrith (LGA16350)*

2. Australian Bureau of Statistics. (2021). *2021 Census All persons QuickStats — Penrith (LGA16350)*

3. Black Dog Institute. (2021). *Youth Mental Health Report 2012–2020*.

4. Penrith City Council. (n.d.). *Demographic Analysis Report: Young People*

5. Black Dog Institute. (2021). *Youth Mental Health Report 2012–2020*.

6. Penrith City Council. (n.d.). *Demographic Analysis Report: Young People*

7. Penrith City Council. (n.d.). *Demographic Analysis Report: Young People*

8. Penrith City Council. (n.d.). *Demographic Analysis Report: Young People*

9. Penrith City Council. (n.d.). *Demographic Analysis Report: Young People*

Appendices

Key partners

- Headspace Penrith
- Nepean Blue Mountains PHN
- NSW Health
- Disability Inclusion Network
- Western Sydney University
- Community Junction
- A Place to Go
- NSW Police
- Local schools
- PCYC
- Nepean Community & Neighbourhood Services (NCNS)
- TAFE NSW
- Business Penrith
- Mission Australia
- Bushcare groups
- Environmental organisations
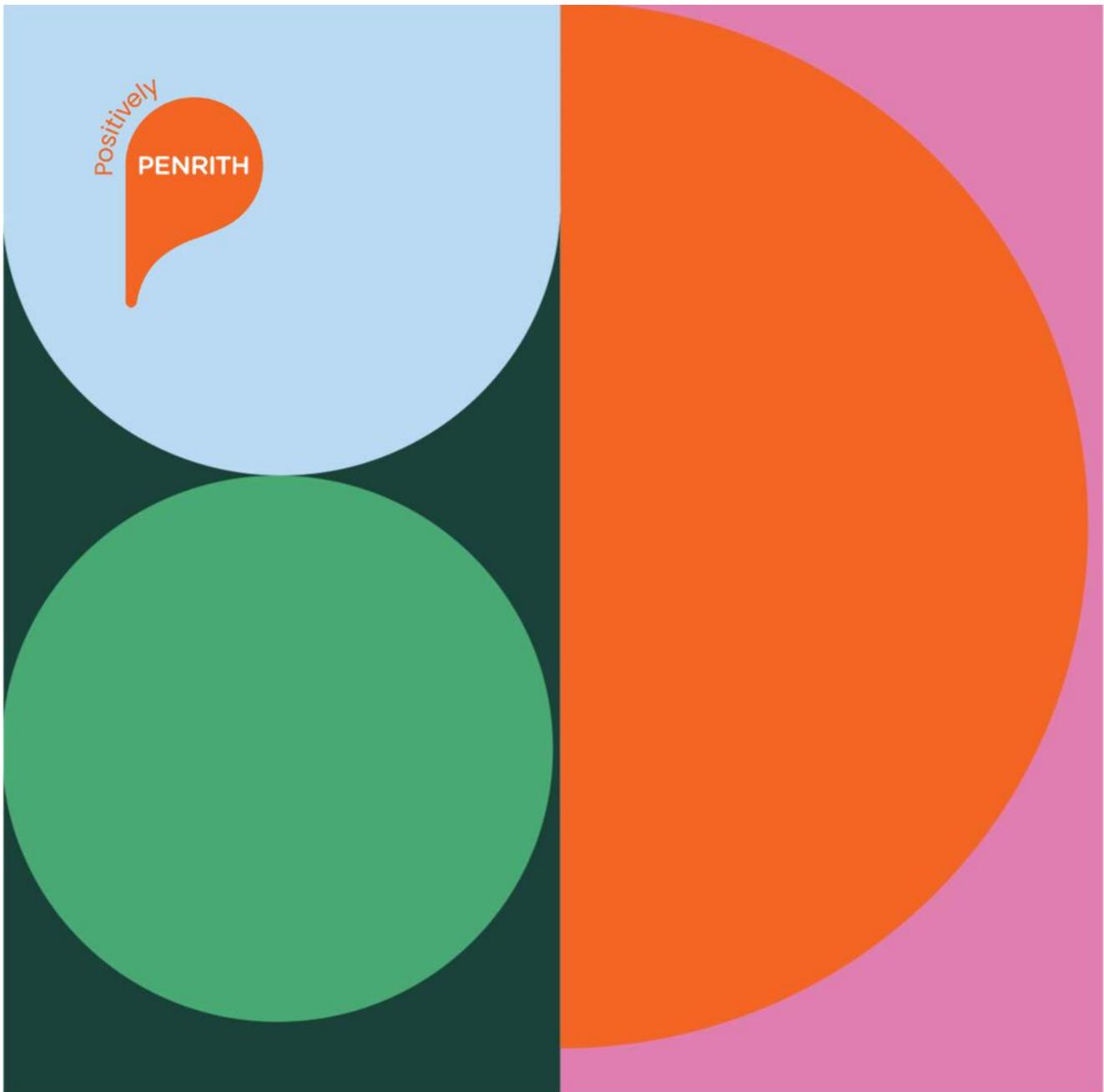- Community garden groups
- WSU environmental programs

ATTACHMENTS
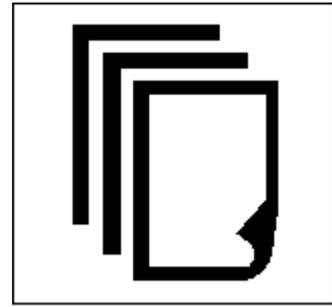
Date of Meeting: Monday 9 March 2026

Report Title: Outcomes of early community and
                      stakeholder engagement for the Kingswood-
                      Werrington Structure Plan and Place Plan

Attachments: Community Engagement Report (November
                      2025)
                      Targeted Stakeholder Engagement Report
                      (February 2026)

East-West Corridor: Kingswood – Werrington Structure Plan

Community engagement report

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Background

Penrith City Council is preparing the draft *East-West Corridor. Kingswood - Werrington Structure Plan* to guide the future growth and development of these two key suburbs over the next 20 years.

Kingswood and Werrington are expected to accommodate population and employment growth, driven by their proximity to major health, education and transport assets. The Structure Plan aims to ensure that this growth is coordinated, inclusive, and sustainable, while responding to the needs of current and future residents, students, businesses, workers, and visitors. It is a key component of Council's broader East–West Corridor planning initiative.

To help inform the development of the plan, we undertook community engagement over a 4 week period from the 13 October - 13 November 2025. A range of engagement methods were utilised to target residents, businesses, community groups, government agencies and other stakeholders.

This report summarises and analyses the feedback we received to identify the key themes which are most important to stakeholders.

The community engagement process set out to understand:

- what people **value** about Kingswood and Werrington
- what **needs improvement**
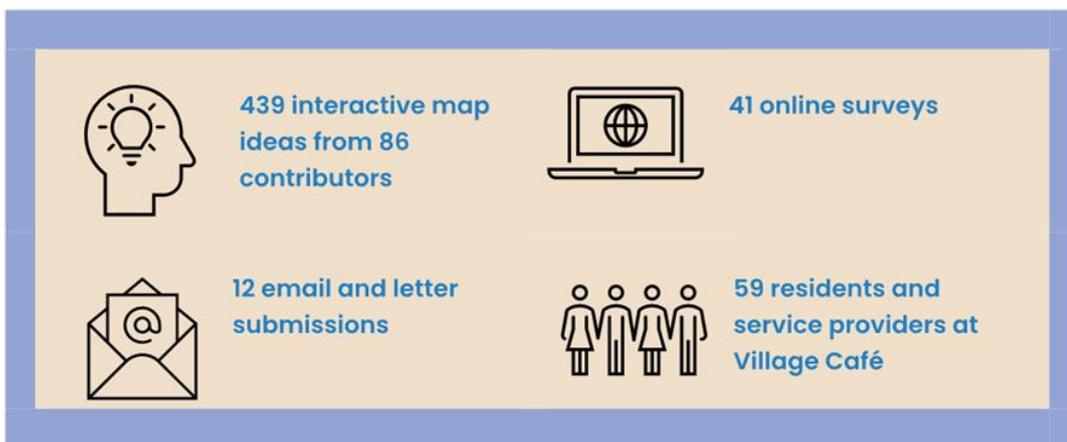- the community's **vision for the future** of these areas

Feedback will help inform the Structure Plan and set priorities for:

- land use planning
- public space upgrades
- housing diversity
- job creation
- transport and connectivity improvements

Who we engaged with

As part of community engagement for the draft East-West Corridor: Kingswood - Werrington Structure Plan, we invited feedback from residents, businesses, community groups and other stakeholders.

Community engagement ran for 4 weeks from 13 October until 13 November 2025. During this time, we received **551 contributions** including:

- **439 interactive map ideas from 86 contributors**
- **41 online surveys**
- **12 email and letter submissions**
- **59 residents and service providers at Village Café**

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How we engaged

To ensure we reached a diverse audience, we undertook the following activities:

Communication and engagement activities	
Your Say Penrith website	• 1,424 views and 737 visitors • 49.05% visits lasted 1 minute or more
Emails	• 79 emails sent to government agencies, schools, community groups and other stakeholders
Organic social media	• 3x Facebook posts, 3x Instagram posts, 1x LinkedIn post • 14,600 impressions, 93 engagements and 10 link clicks
E-newsletters	• 1x Our Place e-newsletter • 1x Sector Connect e-newsletter • 1x Staff Bulletin e-newsletter
Media	• 1x media release distributed resulting in: 　○ 7x placements in The Western Weekender (online and social), Mirage News, Inside Local Government, National Tribune and Nepean News (print and online) 　○ 167 views on Council website • 1x Mayoral Column, 4x briefs in The Western Weekender
Flyer	• Flyer distributed at UDIA NSW Annual State Conference
Internal	• 1x presentation to 49 Council staff
Events	• 1x pop up stall at UDIA NSW Annual State Conference attended by 280 people • 1x drop-in session at Kingswood's Village Café attended by 46 community members and 13 service providers

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Community and stakeholders were encouraged to provide feedback in a variety of ways:

Engagement methods	
💬	• Online survey – 41 completed • Online map - 439 ideas; 86 contributors
📱	• Emails and/or letters – 12 received
🧑‍🤝‍🧑	• In-person – 59 attendees shared feedback at Kingswood's Village Café event

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What we heard

1.   Online survey

A total of 41 online surveys were completed during the community engagement period. Respondents included residents of Kingswood and Werrington (66%), visitors (29%), property owners (27%), workers (22%) and business owners/operators (7%).

The feedback highlighted 8 key priorities to help shape the future of the East-West Corridor.

Priority area	Summary of feedback
Transport and connectivity	Traffic congestion, road safety, and rail corridor permeability (limited north-south rail crossings) are major concerns. Calls for road upgrades including Dunheved Road and Werrington Arterial Stage 2, improved bus frequency, bus shelters, lighting and safer walking and bike paths to improve connectivity.
Safety and crime	Crime, vandalism, and feelings of insecurity near rail stations and retail areas were recurring concerns. Respondents suggested more street lighting, CCTV and increased police presence to improve safety.
Housing and development	Views on housing density were mixed. Some respondents supported higher-density development near rail stations and affordable housing options, including student accommodation close to The Quarter which is Penrith's health and education precinct. Others wanted to preserve neighborhood character and avoid overdevelopment. Concerns included boarding houses and inadequate parking linked to townhouses and granny flats, with calls for stronger planning controls.
The Quarter (health and education precinct)	The Quarter is Penrith's health and education precinct. It includes Nepean Hospital, Western Sydney University (WSU), University of Sydney Nepean Clinical School, TAFE NSW Kingswood Campus, Institute of Applied Technology for Construction (IATC) Kingswood campus, and several private health facilities and clinics. Seen as a key strength and opportunity, this precinct is central to future planning. Respondents want stronger integration of Nepean Hospital, WSU, and TAFE NSW Kingswood with local job creation, innovation hubs, health-tech industries and active transport links.

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Green spaces and environment	Tree planting, shade and recreational areas were high priorities to combat heat and maintain liveability. Respondents also called for wildlife protection, green corridors and enhancements to open spaces including Werrington Lakes. There was a preference for preserving the former WSU northern campus as publicly accessible open space, maintaining its role as a biodiversity corridor, and protecting the resident kangaroo population as a unique feature of the area.
Community spaces and amenities	There is a desire for upgraded or new shopping centres, supermarkets, libraries, aquatic centres and family-friendly spaces. Respondents also called for community hubs, youth spaces, cultural facilities, libraries, and arts and culture initiatives such as murals and creative projects to strengthen local identity.
Employment and economy	Need for local job creation through new business parks linked to the health and education precinct and Werrington innovation hub. Support for youth pathways in trades and health-related careers.
Maintenance	Frustration with neglected public areas, graffiti and poor landscaping. Respondents seek increased maintenance, streetscape improvements, and cleaner parks and streets.

a. Draft vision:

Survey respondents were asked to share their feedback on the draft vision for these areas:

"Living, learning and working - reimagined for the future"

In 20 years' time, the Kingswood - Werrington area will be a dynamic, growth-ready and future-focused network of complementary precincts leading new ways of living, learning and working.

With infrastructure aligned to support growth and community expectations, Kingswood - Werrington will be home to a connected, innovative, inclusive, safe and sustainable community at the centre of Penrith's Economic Corridor.

More than half of respondents (54%) supported the overall direction of the draft vision, while 12% were neutral, 5% were unsure and 2% did not support it. 27% of respondents did not state a clear position, instead providing project-specific ideas or comments on related issues.

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Feedback emphasised the need for sustainable transport, reliable infrastructure delivery, and creating a good quality of life for residents and workers. Respondents highlighted priorities such as environmental resilience, stronger safety measures for pedestrians, crime prevention, housing diversity, and opportunities for families and young people.

Several comments focused on maintaining the area's peaceful and rural character, with calls to preserve larger residential block sizes and green spaces. Additional concerns included public transport reliability, such as train timetable changes and commuter parking shortages, and improved access and parking around the Nepean Hospital and surrounding health services precinct.

Some respondents also expressed that the vision needed to be clearer and written in simplified language, with practical examples of proposed future improvements to local places.

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"The vision is very complicated and speaks to urban planners not the people of Penrith – can you simplify the language?"

"I think the statement should have started with the word 'Peaceful....'"

"Not really sure what all the above means [referring to focus areas], it seems like your using lots of fancy words to confuse your rate payers."

"It's frustrating when (over decades now) we participate in these planning initiatives but then none of it gets built - this erodes confidence in the processes. Just saying."

"It is missing growth and development. Not only physically but having the area grow up with the times."

"It needs to be liveable - green, cool, attractive, easy & quick to move around without a car, local jobs and a range of job options, lots of healthy food options (not just junk food outlets everywhere), fun things to do and see, pleasant places to hang out or meet up for work meetings, social events, study, play, etc."

"The draft vision captures the growth and innovation goals well, but I feel safety and walkability need to be highlighted more clearly especially around Victoria Street."

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b.   Draft outcomes:

Respondents were asked to rank 6 outcome areas from most important to least important, including:

- Innovative - a smart, adaptable and future-ready corridor, attracting research, new industries and creativity.
- Connected - a corridor that seamlessly moves and connects people to jobs, services, learning and each other through high-quality transport, digital networks and public spaces.
- Inclusive - an inclusive place where everyone feels safe, valued and able to participate fully in community life, with diverse housing, jobs and opportunities accessible to all.
- Safe - a safe corridor with streets, public spaces and resilient design that prioritises wellbeing and ensures people always feel secure.
- Sustainable - a sustainable corridor that grows responsibly, embedding green infrastructure and resilient design to protect the environment while creating long-term social and economic value.
- Growth-ready - a growth-ready corridor where housing, jobs, transport and infrastructure are planned and delivered together to meet community needs and attract investment.

Results show that, while all six focus areas are considered important, the top 3 were 'Safe', 'Connected' and 'Growth-ready'.
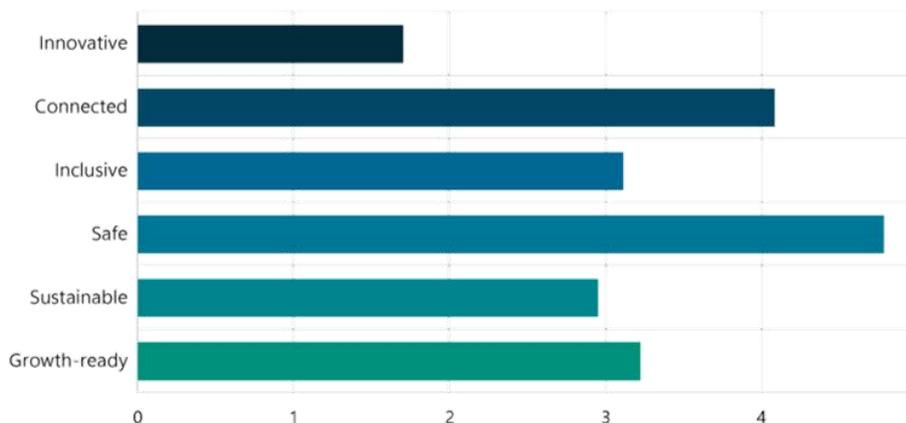
Respondents were asked if they thought anything was missing from the 6 focus areas. A summary of the main themes and a sample of responses is outlined below.

Theme	Count	% *
Transport and infrastructure	6	27
Environmental resilience	5	22
Safety and social issues	3	13
Housing	2	9
Maintenance	2	9
Community spaces	1	4
Noise	1	4
Community representation	1	4
Land use	1	4

*Percentages are rounded and may not total 100%.

Transport connectivity featured strongly including rail upgrades, active transport links, shared paths and parking improvements, alongside housing diversity and affordability, particularly for frontline workers.

Respondent feedback highlighted priorities around land use and environmental outcomes, including preserving green–blue spaces, parks and biodiversity, avoiding over-development and maintaining public areas.

Safety and amenity were key concerns, with calls for better lighting, CCTV, train station security, and pedestrian safety measures near schools.

Respondents also suggested creative community hubs, improved urban design, concerns about future aircraft noise, and new recreational assets such as walking tracks and an aquatic centre.

Positive comments about Kingswood:

"The health and education precincts are the key drawcards to the area."

"Open spaces – Chapman Gardens, Wainwright Park, Werrington Lakes."

"Hospital is close to train station. Some parts have really nice parks and open spaces."

"I love living in this part of Penrith (LGA), we have Werrington Lake on our doorstep with so much diverse wildlife."

"The potential for renewal. There are great opportunities for improvement."

"Lot of job and study opportunities. University and hospital make Kingswood a busy place."

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Negative comments about Kingswood:

"Crime. Ugly apartment buildings."

"Road traffic, perception of being a crime area, excessive housing commission places."

"Really hard to get around here without a car. Walking and riding options are few and it does not feel safe."

"Overcrowding – the large number of boarding houses and student accommodation and the fact that many residents now seem transient."

Positive comments about Werrington:

"The Werrington Lake is a great place to enjoy and have a BBQ with the family."

"Quiet, nice neighborhood and has its own train station."

"I've noticed the shops along Victoria Street near the station have been upgraded and they look so much better."

"Open Spaces – Werrington Lakes, Rance Oval, Gipps Street Recreation area."

"Opportunities for improvement are abundant."

"Green, open areas and central to many things."

Negative comments about Werrington:

"Dunheved Road is a huge concern, especially in peak hour."

"Crime rate and illegal activities, the cleanliness of the area, the condition of the roads and the amount of traffic encountered just trying to get in and out of Werrington."

"Knocking down old houses and adding 6–12 townhouses without adequate parking."

"Lack of supermarket – isolated – lack of walkability."

"... My hopes for the future - a thriving east - west corridor for Penrith LGA."

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c.   Open-ended survey questions

In response to several open-ended questions, respondents identified a diverse range of issues and ideas which they would like to see addressed. The most common responses indicated a desire for:

- a safer, connected active transport network
- community safety and amenity
- better local retail and services
- improved maintenance and upkeep of public spaces and places
- more green spaces and improved natural environment
- affordable housing, diverse housing options and balanced development.

"A shared path along South Creek would be a wonderful asset—like the Nepean River Walk."

"We need local clothing stores like Kmart or Big W so we don't have to travel to Penrith."

"More affordable housing."

"Lower speed limits and more police presence would make our community safer."

"Parts of the area look terrible and unkept— please focus on maintenance."

i. Is there anything else you'd like to tell us about the East-West Corridor?

Theme	Count	% *
Transport and connectivity	20	25
Housing and development	12	15
Community spaces and facilities	9	11
Health and social services	9	11
Safety and amenity	9	11
Green spaces and environment	9	11
Employment and economic growth	4	5
Maintenance	4	5
Noise from flight paths	1	1
Heritage	1	1
Community representation	1	1

*Percentages are rounded and may not total 100%.

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Respondents provided a wide range of ideas, with the strongest emphasis on transport and connectivity including better roads, parking, public transport and traffic management. This was followed by housing and development concerns around density, affordability and liveability.

Other recurring priorities included:

- providing new community spaces and facilities such as aquatic centres, youth hubs and retail options
- health and social services
- safety and amenity improvements
- improving green spaces with tree planting, shade and wildlife protection.

Additional feedback highlighted the need for local employment opportunities, regular maintenance, attention given to heritage values, and ensuring community representation in the planning process.

Survey response summary: Kingswood

ii.   What are some of the great things that you like about Kingswood?

Theme	Count	% *
Health and education precinct	19	40
Transport and accessibility	7	14
Open spaces and parks	6	12
Local businesses and amenities	5	10
Potential for renewal	5	10
Proximity to Penrith CBD	3	6
Community facilities	1	2
Land use	1	2

*Percentages are rounded and may not total 100%.

The most common response to this question was that Kingswood is highly valued for its health and education precinct which encompasses Nepean Hospital, Western Sydney University and TAFE. This was stated by 40% of respondents.

Respondents also listed other positive features of Kingswood including having a local train station, proximity to Penrith CBD, open spaces and parks such as Werrington Lakes and Chapman Gardens, and the growing mix of local businesses and amenities.

Many respondents noted Kingswood's potential for renewal and highlighted unique assets like the Western Sydney University land (former northern and southern campuses) with natural wildlife, which they want to preserve for future generations.

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iii.   What do you think are currently the biggest challenges in Kingswood?

Theme	Count	% *
Safety and crime	18	30
Transport and connectivity	13	22
Housing and density	8	13
Health infrastructure	6	10
Amenities and facilities	6	10
Maintenance	3	5
Environment and open spaces	3	5
Employment and economy	2	3

*Percentages are rounded and may not total 100%.

Safety and crime emerged as the most pressing challenge, with more than a third of respondents having concerns about drugs, vandalism, and feeling unsafe during the day and evening.

Concerns were raised about traffic congestion on Parker Street, The Northern Road and Great Western Highway, poor public transport frequency, lack of bus stop shelters and lighting, and unsafe or limited crossing points over the rail line and major roads.

Housing and density concerns focused on boarding houses, perceived transient populations and fears of overdevelopment.

Other challenges included hospital capacity and parking pressures, lack of local shops and recreation spaces, poor maintenance of streetscapes, and environmental risks such as loss of green spaces. Respondents also raised concerns about Kingswood's reputation, concentrated social housing and limited employment opportunities.

iv.   What are your ideas for the future of Kingswood?

Theme	Count	% *
Transport and connectivity	10	17
Health and education precinct	9	15
Community spaces and facilities	9	15
Safety and security	8	13
Housing and development	8	13
Employment and economy	6	10
Arts and culture	4	6
Green spaces and environment	4	6
Maintenance	1	1

*Percentages are rounded and may not total 100%.

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Respondents shared a wide range of ideas for Kingswood's future, with the strongest focus on improving transport and connectivity. This included better roads, frequent public transport, safe pedestrian and cycling links, and new north–south crossings over the rail corridor and Great Western Highway.

Safety was a recurring theme, with calls for more lighting, slower local streets, and increased security. Many envisioned Kingswood as a vibrant health and education precinct supported by hospital-linked businesses, university-related industries, and local job opportunities.

Other priorities included:

- community spaces such as libraries, aquatic centres and retail hubs
- affordable and diverse housing options
- environmental improvements like tree planting, green corridors and preserving natural spaces including the WSU identified redevelopment lands.

Respondents also suggested stronger planning controls, urban design upgrades, and arts and culture initiatives to create a modern, connected and inclusive community.

Survey response summary: Werrington

v.   What are some of the great things that you like about Werrington?

Theme	Count	% *
Green spaces and parks	12	46
Transport and accessibility	4	15
Sports and recreation	3	11
Quiet and neighborhood character	3	11
Shops and local businesses	2	7
Community facilities	1	3
No apartments / low density	1	3

*Percentages are rounded and may not total 100%.

Nearly half of respondents said that Werrington's green spaces, parks, open space areas and recreational spaces are standout features of the suburb.

Some respondents also said that the transport, sports and recreation facilities, quiet character and central location were valuable features of Werrington. A few highlighted local shops and businesses, community facilities, and the absence of apartment buildings as positive. Recent upgrades to shops near the station were seen as improving the area's look and feel.

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vi. What do you think are currently the biggest challenges in Werrington?

Theme	Count	% *
Transport and connectivity	15	40
Safety and crime	6	16
Housing and density	5	13
Socioeconomic concerns	5	13
Amenities and facilities	3	8
Maintenance	3	8

*Percentages are rounded and may not total 100%.

Respondents identified transport and connectivity as the most significant challenge in Werrington, particularly traffic congestion, road design and conditions, as well as the need to deliver the Dunheved Road upgrade and Werrington Arterial Stage 2.

This was followed by crime and safety concerns, with 16% of those who responded to this question describing Werrington as unsafe. They cited crime rates, illegal activities, antisocial behaviour (drug activity, theft and vandalism), and the feeling that public spaces and the train station are unsafe, especially at night. Respondents requested increased police presence, CCTV, and better lighting.

Housing and density issues include overdevelopment, boarding houses, and granny flats contributing to overcrowding and inadequate car parking. Socioeconomic challenges such as unemployment and social disadvantage were noted, alongside poor bus services and limited employment opportunities.

Additional concerns included a lack of shops and supermarkets, run-down areas, poor cleanliness, unattractive apartment buildings, and the need for stronger planning controls to improve Werrington's character.

vii. What are your ideas for the future of Werrington?

Theme	Count	% *
Transport and connectivity	7	18
Community spaces and facilities	6	16
Housing and development	6	16
Green spaces and environment	5	13
Maintenance	4	10
Safety and security	3	8
Arts and culture	3	8
Employment and economy	2	5
Education and schools	2	5

*Percentages are rounded and may not total 100%.

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Respondents called for improved transport links including delivery of major road upgrades to Werrington Arterial Stage 2 and Dunheved Road, additional north–south rail crossings and better traffic management. Active transport connections were also a priority, alongside improved bus services and traffic calming measures near schools and parks.

There was support for enhancing Werrington Lakes and local parks with facilities such as BBQ areas, shaded seating, toilets and lighting. Many respondents requested dog parks, community gardens, and youth facilities like skate parks.

Environmental priorities included tree planting, green corridors and wildlife protection, as well as preserving natural spaces like the former WSU southern campus for biodiversity and public access.

Residents expressed a need for a modern shopping centre and improved retail options, complemented by new community facilities such as a public pool, library with study and meeting spaces, and medical services. A walkable mixed-use centre near Werrington Station was suggested to integrate shops, services and housing. Improving street lighting, installing CCTV, and maintaining parks and streets were seen as essential to enhance safety and community confidence.

Feedback focused on providing affordable and diverse housing near the station while managing density to maintain Werrington's quiet character. Calls for stronger planning controls were common, particularly to address townhouse developments and car parking provisions.

Respondents supported advancing the Werrington Education and Learning Precinct as an innovation hub, creating local employment opportunities, and encouraging arts and culture initiatives such as murals and community projects.

2. Online social map

The community and stakeholders were encouraged to add pins to an online social map of the study area. They could use the pins to add things they like in the area, anything that could be improved, and ideas for ways to make the East-West Corridor a great place to live, work, study and visit. A total of 439 map ideas were received from 86 contributors during the consultation period.

a.   What respondents like:

Council received 10 contributions related to things respondents like about Kingswood and Werrington.

Theme	Count	% *
Access and movement	4	40
Biodiversity	4	40
Open space	2	20

*Percentages are rounded and may not total 100%.

Community feedback for what people like within Kingswood and Werrington focused on three key priorities including access and movement (40%), biodiversity (40%) and open space (20%).

Respondents emphasised the need for safer and more efficient transport options, including improved pedestrian crossings and footpaths, increased bus frequency on weekends, and intersection upgrades to enhance traffic flow.

At the same time, there was strong support for protecting local wildlife and vegetation, with repeated calls to retain kangaroo habitats and preserve remnant trees and green corridors.

Feedback also highlighted the value of well-maintained parks and open spaces, with suggestions for additional seating and tables to encourage social use and improved maintenance such as weed control. Overall, respondents expressed appreciation for recent upgrades while advocating for continued investment in connectivity, sustainability and liveability across the precincts.

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Key themes and quotes:

- **Open space and parks:** *"I appreciate the recent upgrades to this park area in the last couple of years."*
- **Biodiversity and wildlife:** *"My family like seeing the kangaroos regularly as we drive by – Please allow them to stay!"*
- **Natural environment:** *"The trees and nature in this area following the easement is good for wildlife. Please leave this here."*
- **Amenity and maintenance:** *"Lots of open green space, grass is well kept and neat."*

b.   What respondents would like to see improved:

Council received 72 contributions related to things respondents would like to see improved in Kingswood and Werrington.

Theme	Count	% *
Access and movement	36	50
Safety and crime	12	16
Open space	7	9
Land use	6	8
Economic development	3	4
Other	3	4
Biodiversity	2	3
Flood resilience	2	3
Urban design	1	1

Percentages are rounded and may not total 100%.

The main priority for respondents was improving access and movement within the corridor, which accounted for 50% of responses. There is strong community concern about improving connectivity, reducing congestion, intersection safety, and the need for improved north–south permeability and active transport links. Feedback highlights significant concern regarding congestion along key corridors such as Parker Street, The Northern Road, Great Western Highway, Werrington Road and Dunheved Road as well as road safety concerns at various intersections.

Residents called for integrated solutions that deliver safe and efficient transport networks, including improved traffic signal timing, and enhanced north–south permeability across the rail corridor. Active transport connections were also identified as critical, with requests for safer pedestrian crossings and continuous shared paths to support walking and cycling. Flood resilience and drainage upgrades were noted as essential to maintain network reliability.

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Parking pressure was raised as an issue, particularly around The Quarter health and education precinct and sporting fields. Feedback supports integrated parking strategies, including investigation of a new multi-deck commuter car park and improved management of on-street parking to balance residential amenity with access to key destinations.

Additional priorities include:

- **Enhancing safety and amenity through public domain upgrades, lighting and crime prevention measures:** safety concerns were strongly expressed, particularly around Kingswood and Werrington train stations, local parks, and residential streets. Feedback emphasised the need for public domain improvements that enhance visibility and reduce crime risk, including upgraded lighting, CCTV, and design interventions that create safe, walkable environments. Addressing antisocial behaviour and improving perceptions of safety are key to supporting community confidence and encouraging active transport.
- **Providing inclusive open spaces and recreation facilities to support health, wellbeing and community life:** respondents value green spaces but raised concerns about poor maintenance and limited facilities. There is strong support for high-quality, inclusive open spaces that provide shade, seating, BBQ areas, toilets, landscaping and lighting. Respondents also identified opportunities for new recreational facilities, including skate parks and sports amenities, to meet the needs of a growing population.
- **Driving economic activation through centre renewal, mixed-use development, and revitalisation of derelict sites:** feedback calls for renewal of Kingswood and Werrington centres to create vibrant, mixed-use precincts that integrate retail, services, and housing. Derelict and underutilised sites along the Great Western Highway and Victoria Street were identified as priorities for redevelopment. There is a clear aspiration for centres that support local jobs, provide diverse retail and dining options, and deliver a high-quality public realm.
- **Embedding environmental protection and resilience in planning and design, including biodiversity conservation and climate adaptation:** respondents expressed support for protecting biodiversity and green corridors, particularly kangaroo habitats and natural areas. The WSU former northern campus was mentioned several times. Concerns about overdevelopment reinforce the need for planning controls that balance growth with environmental outcomes. Feedback also highlighted the importance of climate resilience, including tree planting and green infrastructure to mitigate heat and enhance liveability.

c. **Respondent ideas for Kingswood and Werrington:**

Council received 378 ideas from respondents, highlighting priorities for movement, place and amenity across the Kingswood – Werrington Corridor.

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These results highlight strong community priorities for:

- Improving connectivity, particularly with safer and more accessible active transport links.
- Upgrading public spaces and recreation infrastructure to ensure they are high-quality and inclusive.
- Support for vibrant mixed-use centres and employment precincts.
- Green infrastructure and biodiversity to enhance sustainability.

Theme	Count	Sub-theme	Rank
Access and movement	185	Active transport – 40 North-south rail and Great Western Highway access – 26 Footpaths – 20 Local road connections – 17 Parking – 14 Pedestrian facilities – 13 Intersections – 12 Public transport – 7 Werrington Arterial Stage 2 – 6 Vehicle speed – 6 Traffic signals – 6 Arterial road improvements – 6 Parker Street corridor improvement – 5 Heavy vehicles – 3 Rail corridor preservation – 2 Private driveway – 1	1
Open space and recreation	108	New refurbished facilities (seating, BBQ, toilets, etc) - 54 Dog park - 32 Landscaping - 5 Community garden - 4 Street trees - 3 Lighting - 2 Maintenance - 2 Signage - 1 Aquatic centre - 1 Land use - 1 Crime and safety - 1 Digital signage - 1 Green space - 1	2
Land use and planning	36	Shops, business parks, and commercial/mixed-use development – 17 Upgrade Victoria Lane, Werrington local shops – 5 Mixed use close to the hospital – 2 Business park within The Quarter - 1 Reorient Kingswood town centre along Bringelly Road – 1 Copeland Street – 1	3

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		Planning controls for setbacks and street tree planting (kerb blisters, trees) - 1 Planning of the former WSU northern campus for the community open space and biodiversity – 5 WSU redevelopment site to deliver employment uses – 3	
Safety and crime	23	CCTV – 18 Lighting – 4 Land use - 1	4
Biodiversity	4	Preserve WSU former northern campus – 3 Orchard Hills connection – 1	5
Economic development	4	Accommodation to support sporting uses – 1 Redevelop / enhance local shops - 3	6
Urban design	2	Streetscape and public domain improvements near Werrington Station and Victoria Street - 2	7
Other	2	Providing public access to the environmental lands at WSU Penrith (Kingswood) campus - 1 Linkage to Orchard Hills redevelopment for transport planning –1	8

3.   Village Café

Council holds a monthly Village Café at Wainwright Park in Kingswood, which aims to connect the community with Council and local support services. The City Strategy team attended Village Café on 13 November 2025 to discuss Kingswood and Werrington with the 59 community members and service providers in attendance. Feedback highlighted strong community pride and a desire for inclusive and connected neighbourhoods.

Some participants requested more culturally diverse activities and events, acknowledging the cultural diversity of Kingswood, noting that initiatives like Village Café help bring people together. Local businesses such as Hallani's were praised as important social hubs that foster belonging and mutual support.

Libraries were highly valued, with suggestions for new branches in Kingswood or Werrington, provided Penrith Library remains open. Several participants advocated for a seniors' hub offering digital literacy support, legal advice, and assistance with everyday life administration, reflecting a need to reduce digital and social isolation among older residents.

"We love Penrith Library – maybe it would be good to have a library at Kingswood or Werrington as long as it doesn't mean Penrith branch gets shut down."

"Seniors hub – we need a place for older people where we feel safe to ask questions."

Transport and mobility challenges were frequently raised. Residents highlighted fragmented connections, limited public transport options, and safety concerns around

school zones and pedestrian crossings. Requests included:

- More frequent bus services, including to Orchard Hills.
- Shuttle bus loops (WSU, TAFE) using smaller buses for safety and convenience.
- Shade and shelter along walking routes.
- Reliable train station accessibility including operational lifts.
- Pedestrian safety improvements at Kingswood Station crossing the Great Western Highway and along all school routes.

Traffic congestion on Werrington Road, The Kingsway, and Lemongrove Bridge were identified as a major frustration, alongside calls for delivery of long-promised infrastructure projects such as Dunheved Road and Werrington Arterial Stage 2.

"I would like more public transport as not everyone can drive. The issue is fragmentation. Everywhere you need to go is so far to walk."

"Deliver Werrington Arterial Stage 2. I've been living here for decades, and it's still not delivered."

"It's terrible when the train station lifts are out of order and you don't know until you get there."

Housing affordability and security were identified as significant concerns, with rising rents since COVID placing increasing pressure on households. Community members emphasised the need for a broader range of affordable housing options that cater to different life stages and changing circumstances. While residents acknowledged the importance of housing supply, there was clear apprehension about high-rise development and the associated loss of green space.

"The rent is more expensive since COVID. I wish there were more options in my price range."

"More affordable housing options to suit people throughout their life. Your circumstances can change quickly."

Residents expressed strong environmental values and expressed appreciation for parks, reserves, and native wildlife. Feedback included calls for:

- Increased shade trees and fencing to protect native species.
- Ongoing maintenance of creek corridors (e.g., Werrington Creek) to mitigate flood and bushfire risks.
- Education signage at Werrington Lakes discouraging feeding bread to ducks.
- Address bushfire risk associated with bark mulch near Werrington Creek.
- Wildlife safety measures such as fencing along the Great Western Highway and kangaroo signage.

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"I love the parks and open spaces. The natural environment and native animals. I love seeing the wallabies."

"Please clean up Werrington Creek. This is a flood zone and it's important that the creek is kept clean."

Other priorities included:

- Installation of tables, chairs and BBQ facilities at Werrington Lakes near the sports centre.
- Creation of dog off-leash areas or improved dog walking facilities.
- Activation of the underutilised youth building at Werrington Lakes, with suggestions for a PCYC or similar programs.

Feedback also highlighted the need to improve Victoria Street shops, with calls for better food options and reduced dominance of alcohol outlets.

The feedback reflects a community that values inclusivity, safety, biodiversity and sustainability, while seeking practical solutions to transport, housing and amenity challenges. Quick wins include tree planting to provide shade, seating and BBQ facilities at parks, signage for wildlife education, and improved digital access for seniors.

Long-term priorities involve delivering major infrastructure projects, expanding public transport, and ensuring housing affordability without compromising green space.

4. Written submissions

Council received 7 emails and 5 written submissions, raising a wide range of priorities and practical concerns. This section includes feedback from community as well as formal submissions received from residents and stakeholders:

a. Summary of written submissions from stakeholders:

Organisation	Summary
CAMWEST – Cycling Advocacy Western Sydney Bicycle User Group	Advocates for prioritising active transport infrastructure, including safe, connected walking and cycling routes, separated cycleways, shaded paths, and traffic calming. Emphasises habit formation for new residents, improved crossings over the rail corridor, and integration of waterway corridors for low-gradient routes. Calls for streets to be "living places" with greenery, reduced speeds and shaded rest areas. Highlights the importance of safe routes for children and school access.

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Nepean Blue Mountains Local Health District (NBMLHD)	Highlights the need for accessible and affordable parking with green features, improved walking and cycling access to Nepean Hospital, and direct public transport links to Metro stations for health and employment access. Raises safety concerns for women and shift workers, advocates placemaking for safer public spaces, and calls for inclusive design, urban heat resilience, and strategies to attract healthcare professionals.
Western Sydney University – Penrith (Kingswood) Campus	Positions Kingswood as a key education and employment hub within the corridor. Requests Council consider previous precinct planning recommendations. Emphasises a 24/7 inclusive campus, industry co-location, and partnerships with TAFE NSW and Nepean Health District. Announces plans for a Performing Arts program in 2026 and a master plan focused on connectivity and precinct integration.
Western Sydney University and Stockland joint submission	Supports balanced land use mix, prioritising Kingswood for education and employment while repositioning Werrington for residential uses. Recommends defining employment hierarchy, improving active transport and north–south connectivity, delivering multi-functional open spaces, and conserving biodiversity. Commits to collaboration with Council to achieve a resilient, connected, and vibrant corridor.

b.   Summary of respondent written feedback:

Feedback received in writing via emails and letters emphasised the need to deliver long-promised infrastructure upgrades and improve connectivity across the corridor.

Key priorities included widening the rail corridor between St Marys and Emu Plains to support quadruplication, preserving rail capacity, and providing additional rail crossings to ease congestion. Road network improvements were strongly advocated, such as completing Werrington Arterial Stage 2, duplicating key bridges including Parker Street and Gipps Street overpasses, and creating new road links to reduce bottlenecks.

Community called for enhanced pedestrian and cycling connections, including new pathways linking local streets to parks and playgrounds, and improved crossings at major intersections. These proposals reflect the community's expectation for integrated transport and infrastructure planning that supports growth, safety, and accessibility.

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Feedback also highlighted congestion, road safety, and the need for better train station security and lighting. Respondents raised concerns about traffic management on local streets, the provision of family-friendly recreation facilities, and strong opposition to the loss of green space at the former Western Sydney University northern campus.

Active transport connectivity was a recurring theme, with calls for safe, shaded cycleways and walking routes to reduce car dependency and improve health outcomes. Other priorities included placemaking for safety, accessible parking, hospital connectivity, inclusive design, urban heat resilience, and housing that balances affordability with liveability.

Safety emerged as a critical concern, particularly around Kingswood and Werrington stations, with requests for improved lighting, CCTV, and placemaking to create safer public spaces. Traffic calming and lower speed limits in high-density areas were also sought. Environmental and open space values featured strongly, with advocacy for retaining parklands, enhancing green corridors, and integrating waterways into the active transport network.

Employment and education opportunities were seen as essential, with strong support for Kingswood as an education and employment hub and frustration over delayed infrastructure projects such as Werrington Arterial Stage 2 and rail upgrades. Community wellbeing priorities included expanded health services, childcare, affordable housing, and inclusive design, with aspirations for vibrant, connected neighbourhoods that support healthy lifestyles, cultural diversity, and resilience to urban heat.

Overall, submissions reinforced the importance of connected movement networks, preserving open space, and integrated planning that aligns transport, housing, and health infrastructure. Respondents support a vision that balances growth with liveability, safety, and sustainability underpinned by equitable access to transport and inclusive design.

"Please keep our parklands – they're a unique space for wildlife and community, not a concrete jungle." (Submission referring to WSU former northern campus site)

"Deliver the infrastructure that was promised decades ago – roads, rail upgrades, and crossings."

"Lighting and CCTV are essential to make stations and car parks feel safe at night."

"Affordable housing and green spaces are just as important as new development."

"Better public transport links to the hospital and Metro stations will make a huge difference."

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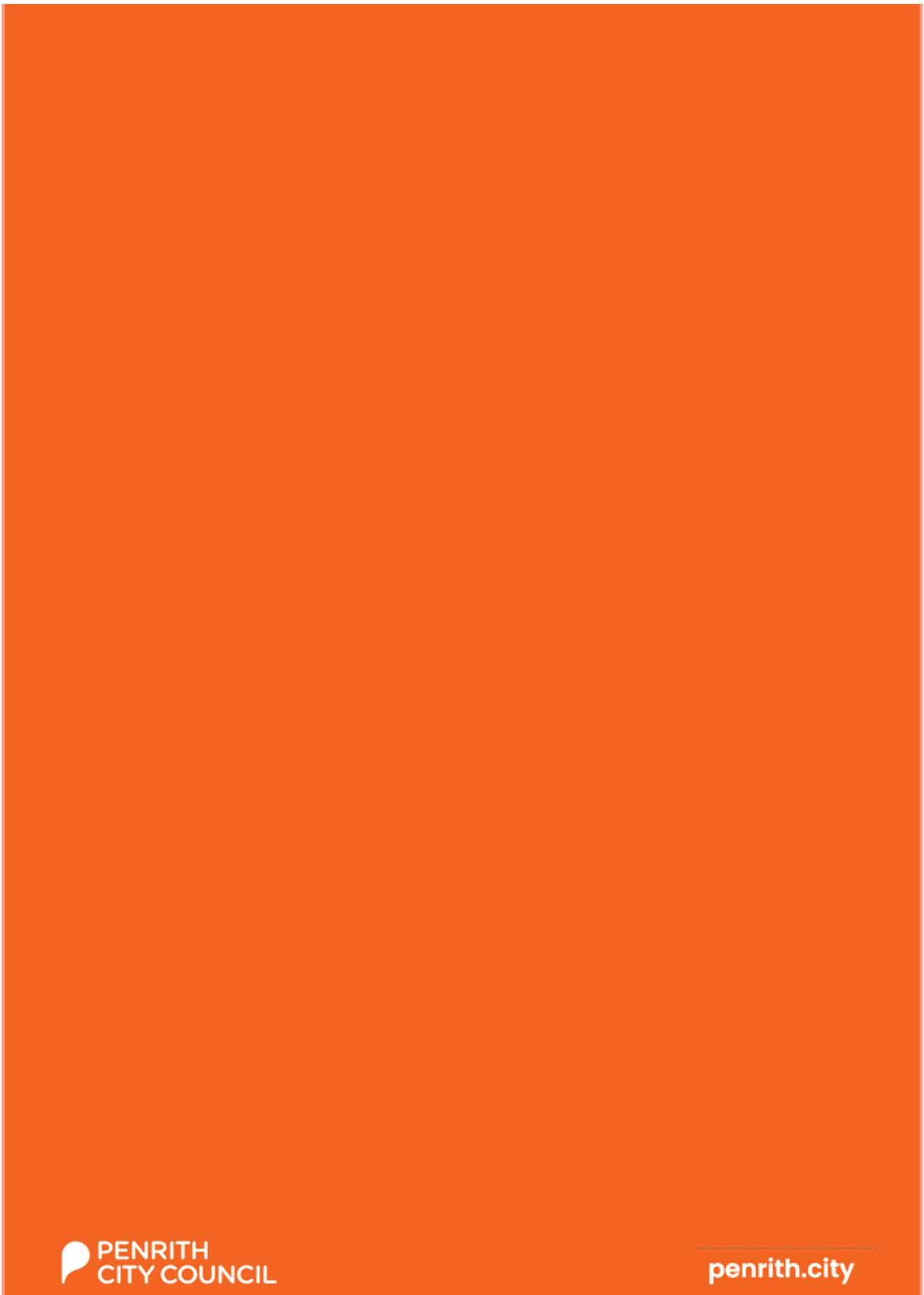
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Kingswood-Werrington Place Plan
Draft Engagement Summary Report
February 2026

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Introduction

Background

Penrith is a city defined by transformation and resilience. As its key centres continue to evolve into dynamic urban places, Kingswood and Werrington present unique opportunities for change.

These 2 centres play a vital role in the city's growth, supporting the health, education, research and innovation sectors anchored by The Quarter and a growing cluster of complementary services.

While opportunity is strong, both centres also face key challenges. Kingswood and Werrington experience higher-than-average socio-economic disadvantage and elevated crime rates – particularly around Kingswood Station and nearby public spaces. Addressing both the real and perceived safety issues is essential to building community confidence, equity, and a sense of belonging while also attracting visitation, investment, and local pride.

To help prepare for the future, Penrith City Council is currently developing the *Kingswood-Werrington Place Plan* and a supporting Safety Audit which will focus on the immediate needs of Kingswood and Werrington to shape them to be safer, more welcoming and vibrant centres for everyone.

The Place Plan will:

- identify place-based priorities grounded in community needs and insight to guide change and investment
- establish a shared place vision and practical actions for the 2 centres over the next five years to improve streets, public spaces, safety, local business activity, events and community life.
- align with and complement the long-term place vision and outcomes proposed by the *East-West Corridor: Kingswood-Werrington Structure Plan.*
- integrate findings from the safety audit to ensure safety is embedded across all planning and design recommendations

This report summarises feedback collected throughout recent engagement activities conducted in early 2026 to inform the Place Plan.

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Purpose of Engagement

Council engaged with the community of Kingswood and Werrington over October and November 2025 to seek early inputs into developing the *East-West Corridor. Kingswood-Werrington Structure Plan.* This engagement sought to understand in broad terms what the community values, what needs improvement and what people want for the future of the corridor.

To understand more in relation to the everyday place experience of Kingswood and Werrington centres, targeted engagement was conducted with the community and stakeholders in late 2025 and early 2026 to inform the development of the Place Plan. The purpose of this targeted engagement was to:

- understand the community's vision, priorities and aspirations for Kingswood and Werrington centres.
- capture local sentiment and lived experience in relation to the challenges, strengths, and improvements needed to help both centres thrive.
- engage a range of demographic groups to ensure diverse voices are heard in shaping the Place Plan.
- identify opportunities for collaboration across council teams, institutions, businesses and community groups to support coordinated delivery of Place Plan actions.

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Engagement program

The engagement program was conducted from December 2025 to March 2026. It was designed to reach a diverse cross-section of the community through a range of channels. See Table 1 for details.

In total, approximately **194 people** were engaged across various activities. Figure 1 shows an overview of all engagement activities and participants.

Figure 1 - Engagement program infographic

10 online staff workshop participants

3 online stakeholder interviews (2 pending)

13 business intercept surveys across Kingswood and Werrington

45 community pop-up participants across Kingswood and Werrington

100 Kingswood High School pop-up participants

22 community walkshop participants across Kingswood and Werrington

1 online survey completed by service provider

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Table 1 – Engagement program details

Activity	Cohort	Date and time	Location	No. of participants
Online Council staff workshop	Internal Council staff	Wednesday 26 November 2025 11am – 12.30pm	Online via Microsoft Teams	10
Stakeholder interviews	Western Sydney University	Wednesday 28 January 2026, 2pm – 2.30pm	Online via Microsoft Teams	1
	Thorndale Foundation – Werrington	Wednesday 4 February, 10-10.30am	Online via Microsoft Teams	1
	TAFE – Kingswood	Monday 16 February 2026 1pm – 1.30pm	Online via Microsoft Teams	1
	Upcoming - Nepean Hospital	Monday 9 March 2026, 10.30-11am	Online via Microsoft Teams	TBC
Police interview	Upcoming - Nepean Police Command	TBC	Online via Microsoft Teams	TBC
Business door-knocking	Local businesses	Tuesday 10 February 2026 11.30am -	Victoria Street shops Gibson Avenue shops	6
		Thursday 12 February 2026 11.	Bringelly Road shops Second Avenue shops	7
Community walkshop	Local community members	Tuesday 10 February 2026 6pm – 8pm	Werrington	11
		Thursday 12 February 2026 6pm – 8pm	Kingswood	11

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Pop-ups	People who live, visit or work in Kingswood and Werrington	Tuesday 10 February 2026 1.05pm – 1.35pm	Kingswood High School	100
		Tuesday 10 February 2026 3pm - 5pm	Werrington Town Centre	20
		Thursday 12 February 2026 9.30am – 11.30am	Village Café – Kingswood Neighbourhood Centre	25
Online Survey for Service Providers	Service providers part of the Sector Connect network	Tuesday 20 January 2026	Sent via Sector Connect EDM	1
			Total participants	194

Communications summary

Engagement activities were promoted through multiple channels to ensure broad awareness and reach to as many interested community members and stakeholders as possible. Table 2 provides an overview of reach and engagement from Council-led communication.

Table 2 – Communications reach and engagement (Source: Penrith City Council)

Channel	Reach	Engagement
PCC Facebook	7,310 impressions	• 13 engagements • 16 link clicks • 0.18% engagement rate • 3.15% interaction rate
PCC Instagram	1,430 impressions	• 14 engagements • 0.98% engagement rate • 0.98% interaction rate
Neighbourhood Renewal Facebook	84 impressions	• 6 engagements • 133 views
Direct email to stakeholders directing to HYS page	63 emails sent	
PCC HYS Newsletter	377 visits	• 270 visitors • 29 downloads on the page of the previous 2020 Think Bold Kingswood Place Plan
Our Place Magazine	645 recipients	• 16 clicks (11 unique) • 25.45 overall clicks
Sector Connect Newsletter	714 subscribers	• 7 link clicks
PCC Internal staff bulletin directing to HYS page	1726 recipients	

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Summary of engagement findings

The following tables provide an overview of the key challenges and opportunities heard across all engagement in both Kingswood and Werrington.

Kingswood

Challenges	Opportunities
Safety	
Across engagement, safety was consistently identified as a key challenge around Kingswood. Concerns included: • anti-social behaviour (particularly around social housing blocks) • alcohol and drug use and unpredictable people • lack of lighting • lack of clear sight lines • theft (car, home break ins and shop lifting).	• Improve lighting (e.g. more street lamps, fairy lights in tress, creative lighting) to brighten dark spaces. • Maintenance and landscaping such as trimming trees and bushes to ensure clear sightlines. • More CCTV in areas with limited passive surveillance. • More active policing to discourage drug use and anti-social behaviour.
Public transport connectivity and navigation	
While many people expressed appreciation for Kingswood's access to public transport, several challenges were identified including: • reliability and frequency of buses • lack of shaded bus shelters along key routes • limited connections between Western Sydney University (WSU), TAFE and broader area • confusing sense of arrival at Kingswood train station and Kingswood Commuter Car Park (north of the train station) • women often disproportionately disadvantaged due to lack of public	• Partnerships with WSU and TAFE to deliver shared bus services. • Wayfinding signage across public transport precincts to reduce confusion. • Advocate to the NSW Government for more rapid bus services and climate resilient bus shelters.

transport, impacting their sense of independence.	
Activities and events	
Participants identified limited reasons to stay in Kingswood's public spaces due to lack of activities and events and feelings of unsafety. Community walkshop participants noted often being unaware of activities on offer at the Kingswood Neighbourhood Centre with newer residents noting no knowledge of its existence. Council staff workshop participants identified the lack of night-time activation across the precinct and in open spaces.	• Upgrade playspaces in Wainwright Park. • Convert Rodgers Street Car Park into a green and activated public plaza. • Leverage open and public spaces to hold community events and activations (e.g. exercise classes, markets etc.) • Better promotion of community events to improve awareness. • A high visibility notice board at Kingswood Neighbourhood Centre. • Outdoor dining to encourage people to spend time in Kingswood.
Active transport links	
Participants identified limited active transport links around Kingswood, particularly between educational institutions, shopping clusters and open spaces.	• Improve active transport connections by adding cycleways and walkways. • Improve quality of footpaths and kerb ramps to ensure they meet accessibility standards.
Maintenance and amenities	
Participants indicated lack of cleanliness and poorly maintained landscaping and streets as factors impacting their sense of welcome and safety. Participants also identified the lack of seating limiting the community's ability to stay and spend time in Kingswood's public spaces.	• Regular maintenance of overgrown grass. • Street beautification and public art (e.g. First Nations art, floor murals, creative hoarding). • More shaded seating and shelters in areas where people eat outdoors (e.g. Red Cross Anniversary Park, Bringelly Road shops).

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| Late-night activation	
Walkshop and Council workshop participants noted despite the health precinct having a 24-hour workforce, the area lacks night-time amenities to support them.	• Encourage more night-time activation / late night trading at Bringelly Road shops. • Marketing and promotion to support local businesses.

Werrington

Challenges	Opportunities
Safety	
Participants stated the lack of safety as a key challenge in Werrington, with concerns including: • anti-social behaviour • alcohol and drug use and unpredictable people • illegal dumping • smoking and vaping around bus stops • unkept landscaping and bushes obstructing sightlines • lack of lighting • limited footpaths and crossings.	• More lighting in open spaces (e.g. Rance Oval, Werrington Lakes) and along key movement corridors. • More CCTV in places that lack passive surveillance and feel unsafe (e.g. Rance Oval). • More active policing to discourage anti-social behaviour.
Community-connecting events and facilities	
Participants mentioned the lack of family-friendly events and facilities in Werrington to encourage people to spend time in the area. Walkshop participants noted often being unaware of activities on offer at Arthur Neave Memorial Hall and expressed the desire for better promotion and communications.	• Leverage open spaces to hold more community and family friendly events. • Install a high visibility community noticeboard at Arthur Neave Memorial Hall to share information about local events. • Provide more youth-focused infrastructure (e.g. skate park, bike trails, outdoor exercise equipment).
Place experience and sense of arrival	

Participants consistently identified that the place experience and sense of arrival around Werrington Station and Kazanis Court was poor. Key issues include: • conflict with buses, car drop-offs and pedestrians • confusion about rights of way and turning circles • lack of maintenance and uncut grass • lack of seating at Victoria Street bus stop.	• Redesign Kazanis Court to prioritise pedestrians, add clear signage and road markings. • Ensure all paths and ramps leading to and from the station meet accessibility standards. • Street beautification around Victoria Street shops to create a sense of place (e.g. lighting, planter boxes, outdoor seating and public art).

Active transport infrastructure

Participants noted limited active transport infrastructure presence around Werrington, particularly walking loops and bike trails. High school students expressed a desire for safer cycling routes.	• Establish better and connected walking paths in Lance Oval. • Establish bike trails, supported by wayfinding signage connecting the station to open spaces and schools.

Public transport

Several participants expressed concerns about the lack of shaded bus shelters along key public transport routes, especially on routes to school. High school and community pop-up participants shared frustrations about unreliable and infrequent bus schedules, especially at night and on weekends.	• Advocate the NSW Government for more rapid bus services and climate resilient bus shelters.

Place-based support services

Participants noted limited access to local social services, with many services located in Penrith CBD. This was identified as a barrier for people unable to access public transport. They also noted limited awareness about social services available in Werrington.	• Establish a community noticeboard to share information about services available. • Explore on-demand public transport to connect the community to services.

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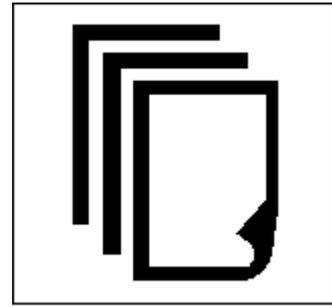
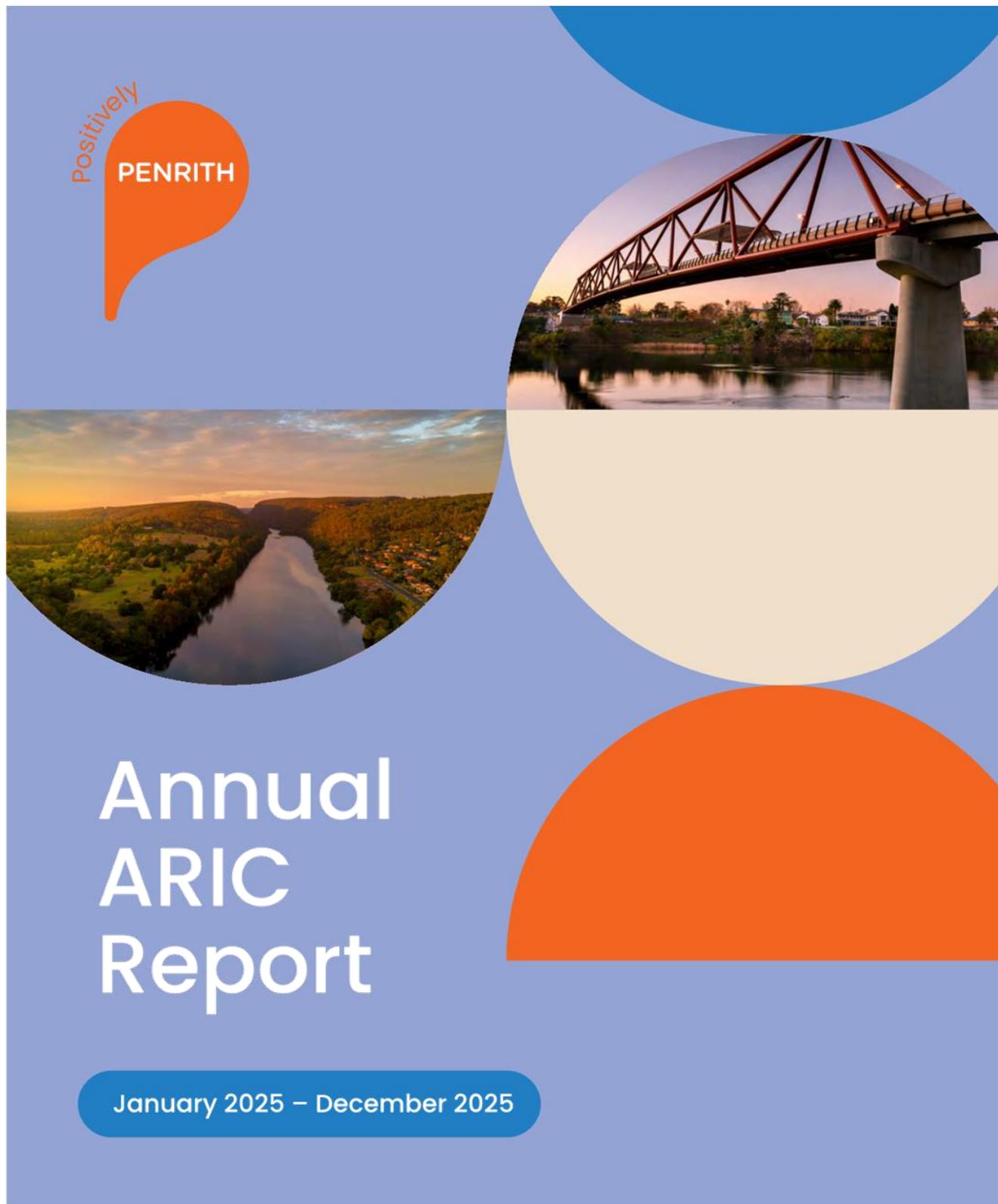# ATTACHMENTS

Date of Meeting: Monday 9 March 2026

Report Title: ARIC Annual Report and Internal Audit
                  Annual Report 2025

Attachments: ARIC Annual Report 2025
                 Internal Audit Annual Report 2025

Annual ARIC Report

January 2025 – December 2025

PENRITH CITY COUNCIL

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About the report

This annual report documents the operation and activities of the Audit Risk & Improvement Committee (ARIC or Committee) and an overview of the Internal Audit function for Penrith City Council for the period from January 2025 to December 2025.

The ARIC is a key component of Penrith City Council's governance framework. The objective of the ARIC is to support Council by monitoring and advising on Council's governance, risk and control frameworks and its external accountability requirements.

There are 3 independent voting members and 1 non-voting councillor member on the Committee.

Purpose of this report

This report is tabled under the "Reporting" provisions of the ARIC Terms of Reference which requires that:

The committee will provide an annual assessment to the governing body and the general manager on the committee's work and its opinion on how the Council is performing.

PENRITH **CITY COUNCIL** | ARIC Annual Report 2025

2

Member Profiles

Penrith City Council's ARIC has been established as an advisory committee of Council to provide independent advice to Council by monitoring and reviewing Council's governance processes, compliance, risk management and control frameworks, external accountability obligations and overall performance.

Members have a range of qualifications and experience which contribute to the effectiveness of the Committee. The independent members meet the independence requirements specified in the *Local Government (General) Regulation 2021*.

Here is a snapshot of the independent members:

Elizabeth Gavey - Committee Chair (January 2025 to October 2025)

B Com (Economics) LLB GAICD

Elizabeth joined Penrith City Council's ARIC as an independent member in October 2017. She also serves on the Audit Risk and Improvement Committees for 2 other local government councils in New South Wales and on the Audit and Risk Committees for Local Government NSW, the NSW Electoral Commission, the Office of Independent Review, the Audit Office of NSW and Museums of History NSW.

She has 30 years plus experience gained in commercial law, investment banking and the health sector and is an experienced Company Director in the Not-for-Profit sector.

Elizabeth completed her maximum 8-year term on Penrith City Council's ARIC in October 2025.

Darren Greentree – Committee Chair (appointed November 2025)

FCPA, MBA(Exec) AGSM, GAICD, BBus(Acc), JP

Darren is a seasoned executive with over 30 years of leadership experience across multinational, publicly listed, private and not-for-profit sectors, most recently serving as Vice-President and Chief Financial Officer at Western Sydney University. A Fellow of CPA Australia and a graduate of AGSM's Executive MBA program, Darren has led strategic financial, risk and operational transformations, including crisis management during a major cyber incident and the establishment of international education ventures. His governance expertise is reflected in multiple board and committee roles, particularly in finance, audit and risk. Known for his strategic acumen, people leadership and commitment to ethical performance, Darren has also been a keynote speaker and featured thought leader in professional publications.

Sheridan Dudley – Committee Member

BA, LLB, GradDipCrim, MAdmin, EdD

Sheridan joined our ARIC as an independent member in December 2022. She is chair or member of 5 other NSW Local Government Audit, Risk and Improvement Committees, and Honorary Senior Lecturer in Education at UNSW.

Sheridan has 20 years' board level experience in public and not-for-profit sectors, 18 years' experience as a company secretary including at large national and international not-for-profit organisations and 30 years' experience as Chief Executive Officer and Leader for state and local government organisations and the not-for-profit sector, including as General Manager of a NSW Council.

Carl Millington – Committee Member

CAANZ

Carl joined our ARIC as an independent member in December 2022. Carl comes with extensive experience in risk management, performance management, internal and external auditing, financial reporting, accounting, management control frameworks, financial internal controls, governance and business operations. He has 40 years' experience in preparing and auditing financial statements and auditing other councils. Carl is currently a member of 7 audit, risk, and improvement committees (and is the Chair of 4).

The ARIC includes the following non-voting Councillor member:

Cr Ross Fowler

Cr Ross Fowler is a long serving local representative, now in his eighth consecutive term since first being elected in 1991. He has held multiple leadership roles including Mayor (1995–96, 2013, 2014, 2018–20) and Deputy Mayor (2015). A Chartered Accountant and Principal of Ross Fowler & Co, he brings significant financial expertise to Council and has represented it on CivicRisk Mutual Ltd since 1991, where he currently serves as Chairman. He has also contributed extensively to major city initiatives including securing the Whitewater Stadium for the 2000 Olympics and serves on boards such as Penrith Performing & Visual Arts Ltd, and Penrith City Children's Services Cooperative, as well as the Audit, Risk and Improvement Committee, and Heritage Advisory Committee.

Cr Fowler is a strong advocate for strengthening Council's long term financial sustainability, particularly through expanding its property investment portfolio to reduce reliance on rates revenue.

What the Committee is tasked to do

The Committee operates under the Audit, Risk and Improvement Committee Terms of Reference which were first approved by Council in 2017. The Terms of Reference were revised to reflect the Office of Local Government's Guidelines for Risk Management and Internal Audit (the Guidelines) and recent amendments to the Local Government (General) Regulation 2021 and were adopted by Council in March 2025. The Terms of Reference include the responsibilities of the ARIC specified under Section 428A of the Local Government (Planning and Governance) Amendment Act 2016.

The objective of the Committee is contained in the ARIC Terms of Reference:

The objective of the ARIC is to provide independent advice to council by monitoring and reviewing council's governance processes, compliance, risk management and control frameworks, external accountability obligations and overall performance.

The Committee is supported by an internal audit function and together they are one mechanism Council uses to ensure its internal controls and management approaches are adequate and effective for the management of risk across the organisation.

The Terms of Reference contain several administrative requirements and prescribe the main responsibilities of the Committee into broad categories as follows:

- Internal Audit
- External Audit
- Risk Management
- Internal Controls
- Compliance
- Fraud and Corruption
- Financial Management
- Governance
- Strategic Planning
- Service Reviews and Business Improvement
- Performance Data and Measurement

The Committee annually adopts a forward responsibility calendar and has established a four-year strategic workplan to ensure coverage of these responsibilities over the Council term. The Committee is advisory only and has no executive delegations and/or powers.

An overview of the year and key activities of the Committee

During 2025 the ARIC performed its functions and responsibilities as outlined in the ARIC Terms of Reference. This was facilitated by the adoption of a forward responsibility calendar, which reflects the requirements of the Terms of Reference and Legislation, allocating the varying responsibilities to nominated meetings across a 12-month period to ensure complete coverage.

Council has continued to develop its management of strategic and operational risks, financial and other internal controls and compliance obligations. Areas on which to focus and dedicate resources have been prioritised by Council using a risk-based approach.

The ARIC believes that Council is adequately supporting its internal and external audit functions and meets its external accountability requirements.

The ARIC's overall assessment is that the arrangements in the areas of responsibility specified in the ARIC Terms of Reference were operating adequately during 2025.

Key activities of the ARIC in 2025 include:

- For the first time, reviewing the General Manager's Internal Audit and Risk Management Attestation now required under OLG Guidelines.

- With the initiation of Council's Business Systems Transformation Project, receiving a presentation on the history, status,timelines and capacity to undertake the project, together with the benefits expected to result from it. With the significant investment of time and resources in this project, it will be regularly monitored by the ARIC.

- Endorsement of an Internal Audit Strategy, as required under the Global Internal Audit Standards.

- Endorsement of a comprehensive and risk-based Internal Audit Program for 2025-2028 developed by considering risk and priority factors and after management consultation. The Internal Audit Program was regularly reviewed to ensure it addresses Council's needs and takes into consideration both Council's strategic risks as well as emerging pressures and opportunities.

- Continued monitoring of Council's financial position with regular updates on Council's budget and consideration of Council's long term financial sustainability.

- Oversight of the continued enhancements to the of Risk Management, Compliance and Governance Frameworks.

- Oversight of the major capital and operational projects that Council is undertaking and providing guidance in developing accurate and meaningful reporting on these projects to drive good decision making. An update on major project works is a standing agenda item at ARIC meetings.

- Review of a live exercise to test Council's Crisis Management Plan and Business Continuity Program using a scenario with a challenging level of complexity.

- Review of the internal audits conducted in 2025 covering the following areas:
  - Testing of Key Risk Controls
  - Volunteer Management
  - Children's Services Cooperative
  - Community Facilities and Operations
  - Ethical Behaviour Framework
  - Public Health Programs
  - Internal Audit Recommendations follow-up

- Regular review and monitoring of the implementation of recommendations raised by Internal and External Audit, paying particular attention to high and medium rated recommendations, or recommendations not implemented by their due date.

- Reviewing the External Audit Interim and Final Management Letters and Engagement Plan and monitoring Council's preparation for the annual audit of its Financial Statements, assessing if associated procedures are robust and providing input on Council's draft Financial Statements.

- Providing advice on Council's Reserves Policy and Council's review of the need and relevance of its internally restricted reserves.

- Recognising that the preschool, long day care and out of school hours care is a significant service provided by Council, in terms of its value to the community, budget, assets and risk, the ARIC received an update on the operations of Children's Services specifically addressing its governance, a strategic review undertaken and financial and operational outcomes.

- Oversight of Council's business improvement activities, with this being a standing agenda item at ARIC meetings.

- Receiving regular updates on Council's work in uplifting its Cyber Security position and Workplace Health and Safety activities to assess Council's management in this area.

- Reviewing indicators of Council's Fraud and Corruption Control profile, including monitoring GIPA, PID and Office of Local Government reporting statistics

Overall, during 2025, the Committee continued to be a well-balanced team that has operated in a collaborative and constructive manner.

Committee assessment of Council's Performance in key responsibility areas for January 2025 – December 2025

The Committee has assessed Council's performance in the key responsibility areas as follows

RESPONSIBILITY	ASSESSMENT
Internal Audit	• Council has a well-established and effective in-house Internal Audit function. • The ARIC considers the resources and annual budget for Council's internal audit function to be appropriate.

External Audit	• The Audit Office provided an unmodified audit opinion on Council's financial statements.
	• The Final Management Letter from the Audit Office identified
	  • 1 prior year matter (medium risk) had not been fully resolved; and
	  • 8 new matters (4 medium risk and 4 low risk) in the current year.

Risk Management	• Semi-annual risk management updates to the Committee confirmed that Council's Executive Leadership Team monitors all significant risks and oversees risk treatment plans where needed. • Overall risk management is satisfactory, with 98% of Council's total risk population mitigated to be within Council's Risk Appetite Statement and Tolerance (RASTOL), a decrease from 15 to 14 risks outside RASTOL since June 2025. Risks outside of RASTOL are the subject of treatment plans to manage risks to an acceptable level. • Risk management practices are embedded in the conduct of all major projects. • The risk management function continues to operate effectively and Council's enterprise risk management framework remains fit-for-purpose.
Internal Controls	• Internal controls are tested through the internal and external audit programmes, which give rise to recommendations to strengthen those controls. • There is a periodic, follow-up internal audit covering selected high and medium risk audit recommendations to verify that the recommendations and corrective actions have been successfully completed and mitigate the risk identified in the original internal audit report.
Compliance	• Comprehensive Council-wide legislative compliance framework well established. • Regular reporting to the Executive Leadership Team and ARIC on compliance status, breaches and improvement actions planned and taken. • The level of detail in reporting compliance breaches indicates a high level of awareness of staff of their compliance obligations.

*Meeting missed due to Council being in Caretaker mode.

RESPONSIBILITY	ASSESSMENT
Fraud and Corruption	• An internal audit of Council's Ethical Behavioural Framework along with the Fraud and Corruption Control Framework was undertaken, with an overall assessment that Council's frameworks for Public Interest Disclosures, Fraud and Corruption Control, and Conflicts of Interest are well established and largely compliant. Some improvements in procedural documentation, reporting, training and strengthened oversight were recommended to enhance control effectiveness.
Financial Management	• Management has demonstrated a focus on assessing and taking steps to improve Council's long-term financial sustainability. • Regular budget performance reviews are in place, notably regarding Council's significant capital and operational projects being undertaken. • There is continued uplift in the processes to prepare Council's financial statements, with a key area of focus being improvement in the valuation of Council's Infrastructure, property, plant and equipment as well as the quality and timeliness of financial reporting.
Governance	• Governance framework is well established, supported by underlying policies and processes. • A programme of work is underway to review policies to ensure their currency and relevance. • Enhanced reporting of complaints, compliments and feedback to Council provides an opportunity to identify areas on which to focus.
Strategic Planning	• Strategic plans, delivery program and strategies implemented with performance against these items monitored.
Service Reviews and Business Improvement	• Council's Service Review and Improvement activities are well established with a range of reviews including process improvements, strategic business reviews and customer journey mapping. • A wide-ranging program of work is in place which is linked to Council's risk register with a view to managing relevant risks better.
Performance Measurement Data	• Council has in place a program to allow it to comply with its Integrated Planning and Reporting requirements. Current reporting on target-related data is comprehensive.
Overall	• Council has worked diligently to further embed and enhance its Risk Management, Compliance and Governance Frameworks. There has been a continued focus on business improvement, particularly regarding reporting to assist management determining areas on which to focus. • The ARIC notes the commitment of Council to these activities and expects there will be continued progress in 2026.

Committee Dashboard

Participation in meetings during 2025

The Committee had four scheduled normal meetings during the calendar year. It reviewed and endorsed the financial statements out of session in October 2025. There was a quorum for each of the meetings held in 2025.

Attendance at meetings for the calendar year is as follows:

NAME	ROLE	ELIGIBLE	ATTENDED
Elizabeth Gavey	Independent Chair	3	3
Darren Greentree	Independent Chair	1	1
Sheridan Dudley	Independent	4	4
Carl Millington	Independent	4	4
Ross Fowler	Councillor	4	3

Non-Committee member regular attendees include the General Manager, The Audit Office of NSW, the Head of Legal Services, the Director - Corporate Services, the Risk and Audit Manager, the Financial Services Manager and the Operational Finance Coordinator.

In addition to the meetings above:

- The ARIC had a confidential in-camera meeting with the Audit Office of NSW in December 2025; and

- The ARIC had a confidential in-camera meeting with the Risk and Audit Manager to discuss matters relating to internal audit in December 2025.

PENRITH CITY COUNCIL | ARIC Annual Report 2024   8

ARIC Effectiveness

An assessment of the ARIC's effectiveness was conducted in 2025 via a questionnaire issued to ARIC members and regular attendees to the ARIC meetings. The overall feedback received was strong agreement that, overall, the ARIC has made a positive contribution to the achievement of Council's objectives and greater assurance and/or improvements in governance with a rating of 4.6 out of 5 (2024 5 out of 5). A summary of the results is set out below.

CRITERIA	AVERAGE RESPONSE (1 STRONGLY DISAGREE – 5 STRONGLY AGREE)
Independent Assurance – I have confidence that the Committee provides independent assurance and assistance to Council in the effective discharge of its responsibilities in relation to the following areas	
Compliance with Laws and Regulations	5
Risk Management	5
Financial Reporting	5
Governance	5
External Accounting Responsibilities	5
Internal Control	4.4
Promotion of Governance	
The Committee facilitates and promotes sound governance procedures throughout Council.	4.4
The roles/responsibilities of the Committee are clear and are carried out in accordance with the Audit, Risk and Improvement Committee Terms of Reference	4.4
Communication	
The Committee is an effective forum for communication between stakeholders i.e. Council, the General Manager, Senior Management, and Internal and External Audit	4
Committee agendas are consistent with the Committee's Terms of Reference	4.8
Committee meetings are well structured	4.2

CRITERIA	AVERAGE RESPONSE (1 STRONGLY DISAGREE – 5 STRONGLY AGREE)
Committee decisions are made after appropriate discussion/consideration	4
Committee papers are generally sufficiently informative, succinct and timely	4
Committee papers are generally sufficiently informative, succinct and timely	4
An appropriate amount of time is spent at meetings on Council's financial management risks	4
An appropriate amount of time is spent at meetings on Council's non-financial risks	3.8
The current frequency of meetings is appropriate	4.8
Committee Members' Contribution	
Committee members come to meetings prepared and ready to contribute	5
Committee members collectively have the expertise and skill set required to fulfil the goals and purpose of the Committee	4.8
Overall Contribution	
Overall, the Committee has made a positive contribution to the achievement of Council's objectives and greater assurance and/or improvements in governance	4.6

Key areas of focus for the ARIC identified in the questionnaire in 2025 are very similar to those identified in 2024, namely:

- Council's financial sustainability and its Long-Term Financial Plan

- Risk Management – consider the identification and nature of risks (financial or non-financial) and their impact. Council's financial risks are well known and considered, but greater focus on non-financial risks may be beneficial.

- ARIC papers – The quality of papers presented to the ARIC has improved over the year. However, recognising that the ARIC provides oversight in matters such as strategic alignment, financial management, risk management, compliance and internal controls, workforce and capability, ARIC papers should have these objectives in mind.

- Agenda management – as the areas the ARIC is expected to have oversight expand, agenda management is key so that the ARIC remains focussed on key strategic matters and meetings remain manageable. Possibly additional meetings or information providing workshops could assist in managing the volume of topics of which the ARIC has oversight.

Internal Audit

Council has a well-established internal audit function comprising a Risk and Audit Manager, a Senior Internal Auditor and a Risk and Audit Officer. In addition, some internal audits are outsourced to contract audit providers, particularly if specialist skills may be required for the audit.

The ARIC considers the resources and annual budget for Council's internal audit function to be appropriate.

More information about the activities of Internal Audit can be found in the separate Internal Audit Annual Report for 2025.

The NSW Audit Office

Since becoming the external auditor for local government in NSW in 2016, the NSW Audit Office has become more robust and targeted in the conduct of its financial and performance audits. The ARIC monitors reports issued by the NSW Audit Office that may not directly relate to Penrith City Council to identify recommendations that may assist Council to improve its control environment and operations.

In 2025 Council and the NSW Audit Office worked cooperatively, with the Audit Office recommending several process improvements, particularly regarding the valuation of roads and stormwater drainage asset valuations, timely performance of asset condition assessments and accurate recording of asset dedications. The ARIC will be monitoring Council's progress in this area.

PENRITH CITY COUNCIL | ARIC Annual Report 2024

11
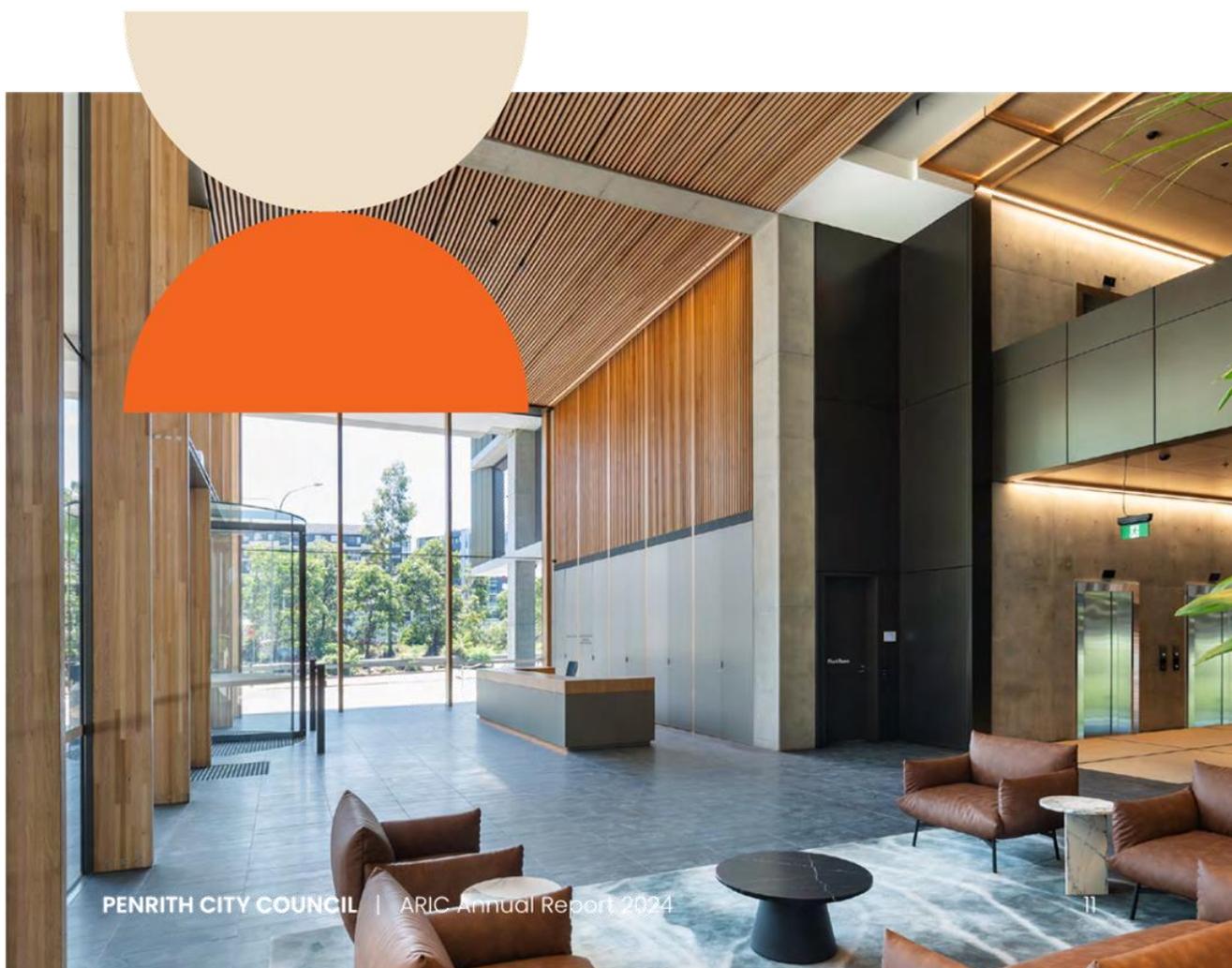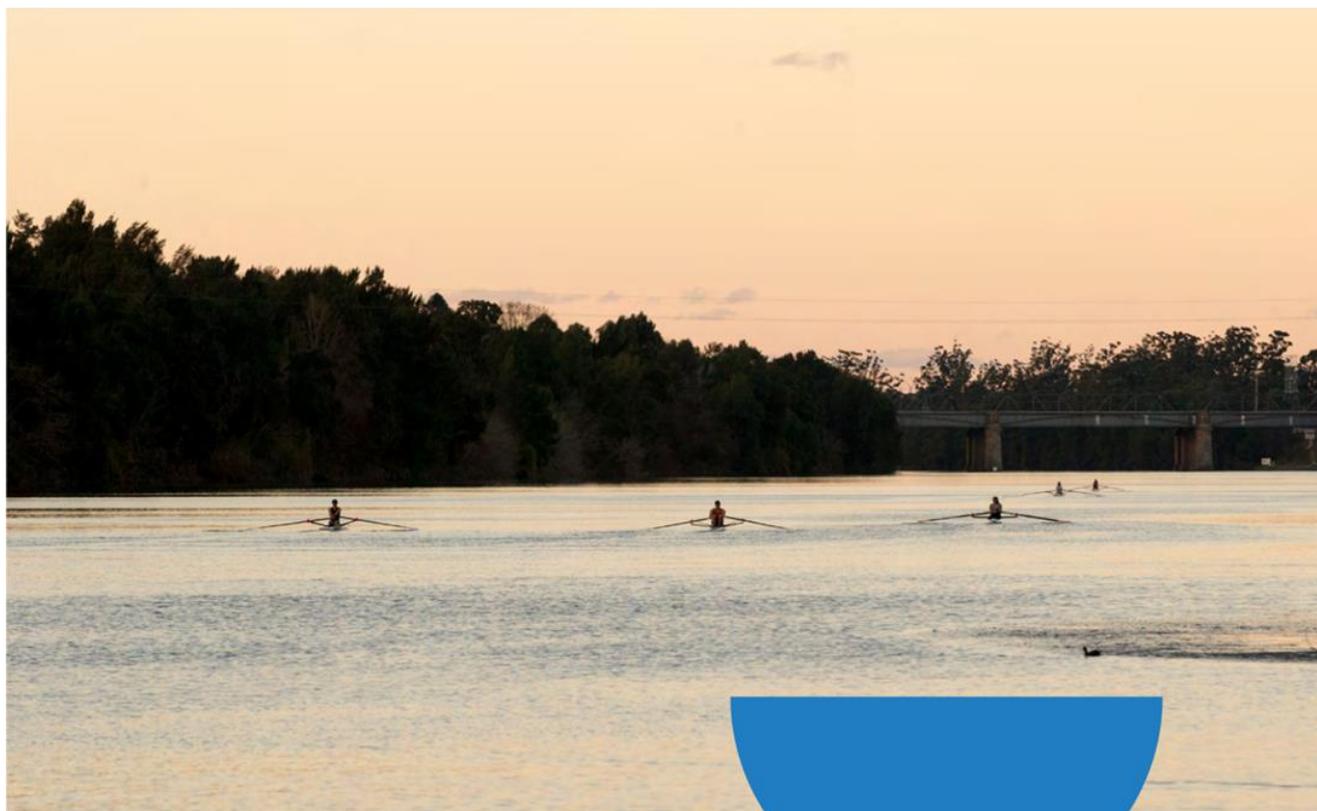
ARIC Activities for 2026

Key areas for the ARIC to focus on in 2026 are:

- monitoring management's approach to ensuring the long-term financial sustainability of Council and its service review and business improvement activities, which will inform decision making in this area;

- remaining informed of the delivery of infrastructure required to support Western Sydney International Airport and other significant new developments, and the resultant impacts on Council;

- remaining informed of Council's significant capital and operational projects which are key pillars in driving financial benefits for Council in the future and essential for its service delivery and stakeholder satisfaction commitments;

- continuing to support incremental improvements in Enterprise Risk Management, Governance, and Fraud and Corruption Prevention frameworks; and

- monitoring legislative compliance performance, particularly for WH&S and seeking ongoing assurance over improvement programs.
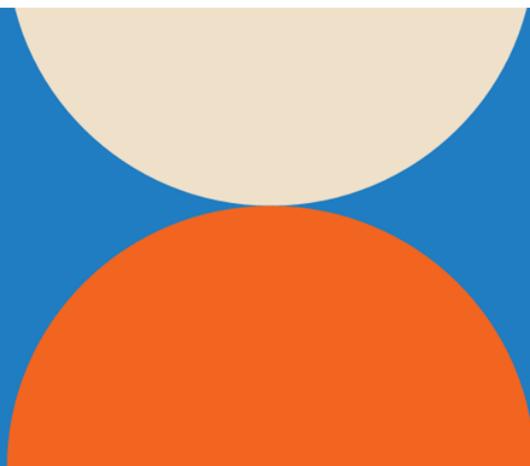
Conclusion

The ARIC has fulfilled its responsibilities under the Audit Risk & Improvement Committee Terms of Reference for the period and has a plan to continue to do so, via the review and continuation of the four-year strategic workplan. The Committee has operated cooperatively and values the open, honest and constructive discussions it has with management, the Internal Audit function and the External Auditors at every ARIC meeting.

I take this opportunity to thank the other Committee members, the General Manager, management and staff for their valuable contribution and support, and the internal and external audit teams for their forthrightness. All these people have contributed to the Committee's success.

It is a privilege to serve on the Committee and I look forward to assisting Council in the coming year.

Darren Greentree

Chair, Penrith City Council Audit, Risk and Improvement Committee

Elizabeth Gavey

Chair, Penrith City Council Audit, Risk and Improvement Committee, 2021 - 2025

February 2026

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PENRITH CITY COUNCIL Internal Audit Annual Report 2025

FOREWORD

- An effective, well-resourced internal audit function is one of the key pillars of good governance.
- The Corporate Assurance Lead is required (under the ARIC Charter) to provide an Internal Audit Annual Report, and for the report to be consolidated with the ARIC Annual Report.
- There is a symbiotic relationship between the ARIC and the internal audit function, hence the ARIC and Internal Audit annual reports are delivered together using a consistent format.

CONTINUOUS IMPROVEMENT

The Internal Audit Strategy 2025 – 2028 was endorsed by the ARIC and sets a clear direction for the internal audit function, supporting Council's governance and assurance framework and ensuring conformance with the Global Internal Audit Standards (GIAS) and Division 6A of the Local Government (General) Regulation 2021. The strategy includes six strategic objectives: enhancing governance and assurance, ensuring conformance with standards, strengthening stakeholder engagement, optimising audit delivery, developing a sustainable audit function, and promoting a strong internal control culture. These objectives are supported by targeted initiatives across the three-year period.

INTERNAL AUDIT PERFORMANCE - AGREED KPIs

KPI	Outcome	Result
ARIC satisfaction sustained positive ratings	Achieved - Average satisfaction rating 4/5 (PY 3.75)	●
Customer satisfaction average rating 3.5 out of 5	Achieved - Average rating 4.65/5 (PY 4.5)	●
Complete 90% of IA Plan by EOFY	Achieved – 90% @ 30 June '25 (PY 90%)	●
Demonstrated conformance with IPPF	Achieved - external assessment 2024 + self-assessment 2025	●

Trend: Achievement of indicators maintained.
Note: Year-to-date KPI's were reported at each ARIC meeting in a Balanced Scorecard format.

INTERNAL AUDIT PROGRAM 2025/26 – 2027/28

At the Ordinary Council Meeting held on 27 October 2025, Penrith City Council formally adopted the Strategic Internal Audit Program (SIAP) for 2025/26\u00132027/28 and the Internal Audit Strategy for 2025\u00132028.

The Strategic Internal Audit Program outlines a three-year roadmap for delivering high-impact assurance and advisory services across Council. Developed through extensive consultation with the Executive Leadership Team (ELT), the Audit, Risk and Improvement Committee (ARIC), and Council stakeholders, the SIAP aligns with Council\u0019s strategic priorities and risk profile. It introduces a structured approach to audit planning that includes function audits, common process audits, location audits, department audits, cross-functional assurance reviews, and mandatory compliance audits. The program balances in-house and outsourced delivery, with 30 audits planned over three years.

STATUS OF AUDIT RECOMMENDATIONS

AUDIT OPINION

Management's attention to addressing accepted recommendations has continued to be satisfactory. As of September 2025, 334 out of 425 accepted recommendations have been implemented, representing a completion rate of 79%. There are currently 91 open recommendations, with 34 overdue recommendations approved by Directors for revised due dates.

HIGH RISK RECOMMENDATION SNAPSHOT AS AT SEPTEMBER 2025

Total high-risk recommendations raised under Audit Program 2021-2025: 162

Implemented: 115 (71%)

Overdue: 22 (14%)

All 22 overdue high-risk recommendations were approved for revised due dates by the relevant Directors. These recommendations span areas such as Duplicate invoice processing in Finance, Cyber security configurations, purchase order compliance and strategic financial and asset planning. The revised dates reflect dependencies on major system upgrades (e.g. ERP implementation) or ongoing compliance programs. The ARIC was satisfied that appropriate oversight and justification had been provided for each deferral.

SUMMARY OF AUDIT RECOMMENDATION MOVEMENTS

Risk Rating	Low	Medium	High	Extreme	Total
Open as at 01/7/24	13	47	71	1	132
Raised during the period	62	56	47	-	165
Closed during the period	70	64	71	1	206
Open as at 3/9/25	5	39	47	-	91

PENRITH CITY COUNCIL — Internal Audit Annual Report 2025

SIGNIFICANT INSIGHTS DELIVERED

COMMUNITY FACILITIES AND RECREATION

♦ The internal audit identified several significant control weaknesses within the processes relating to lease and hire of community facilities and sports grounds, and event approval processes. Key findings included lack of formal policy guidance, expired or missing agreements, inadequate event approval frameworks, and gaps in delegations and documentation. 15 high and 2 medium rated recommendations were agreed.

ETHICAL FRAMEWORK

♦ The audit reviewed Council's frameworks for Public Interest Disclosures, Fraud & Corruption Control, and Conflicts of Interest. While the frameworks are well established and largely compliant, improvements were recommended in procedural documentation, consistent reporting, ongoing training, and strengthened oversight. 1 high, 11 medium, and 4 low rated recommendations were agreed.

PUBLIC HEALTH PROGRAMS

♦ The audit reviewed compliance with regulatory requirements for food safety, skin penetration, and swimming pool programs. While Council demonstrated strong adherence to legislative obligations, opportunities for improvement were identified in documentation consistency, risk-based inspection scheduling, and staff training. 3 high, 7 medium, and 2 low rated actions were agreed, focusing on enhancing monitoring processes and timely follow-up of non-compliance issues.

CHILDRENS SERVICES COOPERATIVE

♦ This audit assessed governance, financial oversight, and operational practices within the Children's Services Cooperative. The review found that while governance structures were in place, improvements were needed in cost transparency, competitive neutrality compliance, and performance reporting. 2 high and 6 medium rated actions were agreed, including implementing clearer financial reporting frameworks and strengthening oversight of service delivery standards.

VOLUNTEER MANAGEMENT

♦ The audit examined Council's volunteer engagement processes, including recruitment, onboarding, and compliance with policies. The review highlighted gaps in maintaining centralised records, risk assessments, and training documentation. 1 high and 4 medium rated actions were agreed, aimed at standardising volunteer management practices, improving record-keeping, and introducing periodic compliance checks to ensure alignment with Council's governance requirements.

WASTE AND RESOURCE RECOVERY

♦ The audit examined Council's waste collection, disposal, and resource recovery processes, focusing on compliance, efficiency, and contractor performance. While service delivery standards were generally met, the review identified gaps in contract oversight, performance monitoring, and data accuracy for reporting. 3 high and 5 medium rated actions were agreed, aimed at improving contract governance, enhancing performance metrics, and strengthening data validation processes.

KEY CONTROL TESTING

♦ This audit assessed the design and operating effectiveness of 34 key controls identified in Council's operational risk registers, focusing on controls that reduce extreme or high inherent risks to low residual risk. Approximately 100 audit samples were tested across multiple departments. While most controls were effective, management agreed to improvement actions regarding emergency response vehicle identification, scheduling timely asset and building inspections, and implementing periodic refresher training for Code of Conduct.

STATUS OF 2024/25 INTERNAL AUDIT PROGRAM

Topic	Status Dec 25	Outcome
DRIVES24	Complete	
RID Squad Governance Review	Complete	
Testing of Key Risk Controls	Complete	
Volunteer Management	Complete	
Children's Services Cooperative	Complete	
Community Facilities and Ops	Complete	
Procurement	In progress	
Ethical Behaviour Programs	Complete	
Public Health Programs	Complete	
Internal Audit Follow-up	Complete	

Legend:	Solid result	Some improvement required
Major improvement required		Unsatisfactory