

BUSINESS PAPER



Penrith Mayor Todd Carney recently attended Harmony Week at St Mary Memorial Hall where he is pictured with students from Chifley College.

Organised by the Penrith Multicultural Interagency, of which Penrith City Council is a member, the annual event celebrates Harmony Week and the rich cultural diversity of Penrith City's community.

Ordinary Meeting

20 April 2026

14 April 2026

Dear Councillor,

In pursuance of the provisions of the Local Government Act, 1993 and the Regulations thereunder, notice is hereby given that an **ORDINARY MEETING** of Penrith City Council is to be held remotely using audio visual links, video streamed and in the Council Chambers, Civic Centre, 601 High Street, Penrith on Monday 20 April 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

Councillor Garion Thain - 1 April 2026 to 21 April 2026 inclusive.

2. APOLOGIES

3. CONFIRMATION OF MINUTES

Ordinary Meeting - 23 March 2026.

4. DECLARATIONS OF INTEREST

Pecuniary Interest (The Act requires Councillors who declare a pecuniary interest in an item to leave the meeting during discussion of that item)

Non-Pecuniary Conflict of Interest – Significant and Less than Significant
(The Code of Conduct requires Councillors who declare a significant non-pecuniary conflict of interest in an item to leave the meeting during discussion of that item)

5. MAYORAL MINUTES

*Sustainability Scholarship continues to inspire staff.
Continued Advocacy for Penrith's Future.*

6. NOTICES OF MOTION TO RESCIND A RESOLUTION

7. NOTICES OF MOTION AND QUESTIONS ON NOTICE

8. ADOPTION OF REPORTS AND RECOMMENDATION OF COMMITTEES

*Access Committee Meeting - 26 November 2025.
Policy and Strategy Committee Meeting - 13 April 2026.
Local Transport Forum - 13 April 2026.*

9. DELIVERY PROGRAM REPORTS

10. URGENT BUSINESS

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**ORDINARY MEETING
MONDAY 20 APRIL 2026
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ADVANCE AUSTRALIA FAIR

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

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

WEBCASTING NOTICE

Please note that tonight's meeting other than the confidential sessions are being recorded and will be placed on Council's website.

Council takes all care when maintaining privacy. However, all in attendance should refrain from making defamatory statements and be aware that you may be recorded.



Acknowledgement of Country

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

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



PRAYER

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

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

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

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



Council Chambers
Seating Arrangements

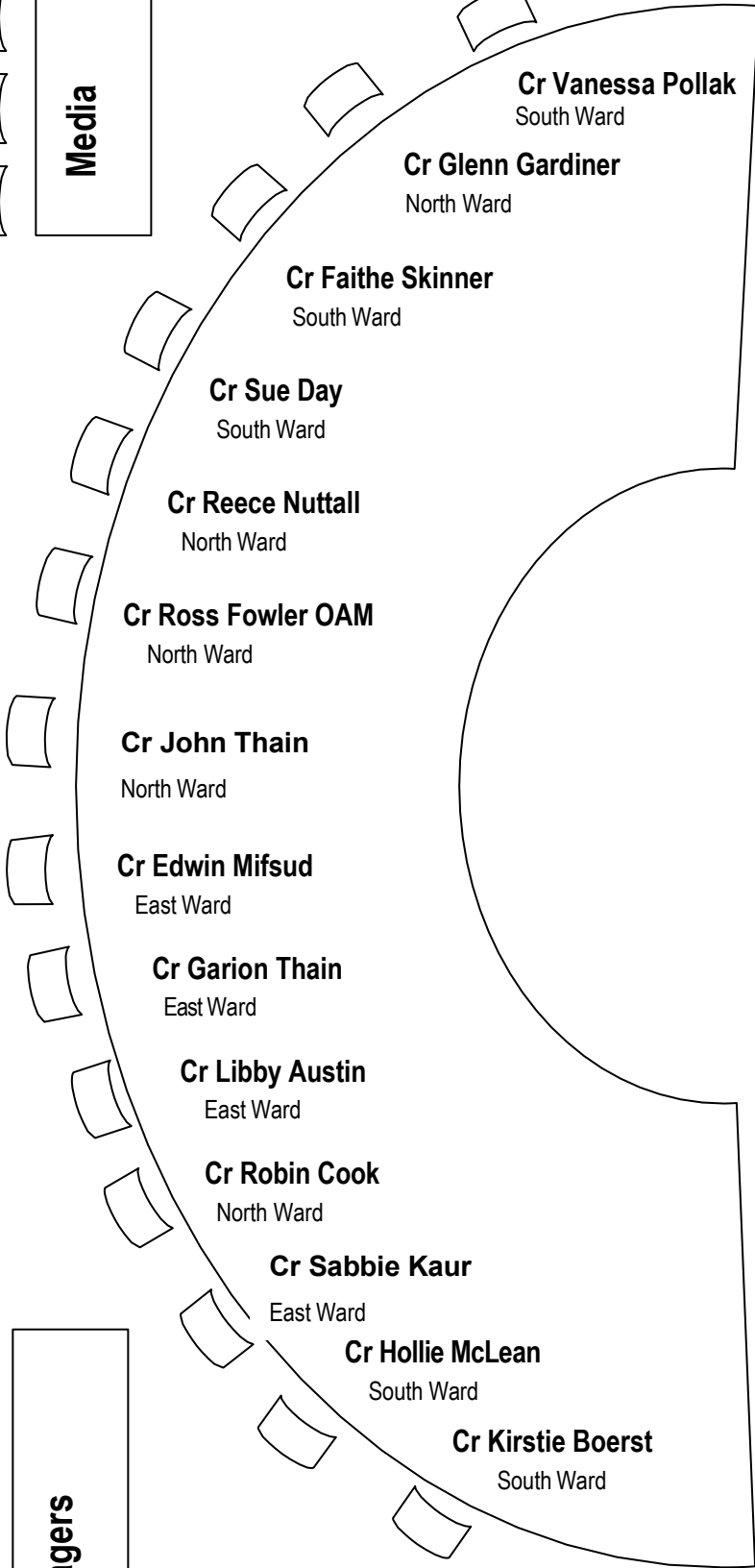
For members of the
public addressing
the meeting

Lectern

Directors

Media

Public Gallery



General Manager
Andrew Moore

His Worship
the Mayor
Councillor Todd
Carney

Head of
Governance
Adam Beggs

Minute Clerk

Managers

Directors

Oath of Office

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

Affirmation of Office

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

2026 MEETING CALENDAR

January 2026 - December 2026

(Adopted by Council – 2 February 2025)

	TIME	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
		Mon	Mon	Mon	Mon	Mon	Mon	Mon	Mon	Mon	Mon	Mon	Mon
Ordinary Council Meeting	7:00pm		2 23@	23	20 -	25 #	29*	27	24@	28^	26✓	30∞#+	14
Policy & Strategy Committee	7:00pm		9	9>	13	11	1	13	10	14	12	9	7

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

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

**UNCONFIRMED MINUTES
OF THE ORDINARY MEETING OF PENRITH CITY COUNCIL
HELD REMOTELY USING AUDIO VISUAL LINKS, VIDEO STREAMED
ON THE COUNCIL WEBSITE AND IN THE COUNCIL CHAMBERS
ON MONDAY 23 MARCH 2026 AT 7:00 PM**

NATIONAL ANTHEM

The meeting opened with the National Anthem.

WEBCASTING STATEMENT

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

ACKNOWLEDGEMENT OF COUNTRY

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

PRAYER

The Council Prayer was read by Pastor Mitchell Varlow.

PRESENT

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

LEAVE OF ABSENCE

Leave of Absence was previously granted to Councillor Sue Day for the period 23 March 2026 to 27 March 2026 inclusive.

APOLOGIES

55 RESOLVED on the MOTION of Councillor Libby Austin seconded Councillor John Thain that the apology from Councillor Sabbie Kaur be accepted and a leave of absence be approved.

CONFIRMATION OF MINUTES - Ordinary Meeting - 23 February 2026

56 RESOLVED on the MOTION of Councillor Libby Austin seconded Councillor Ross Fowler OAM that the minutes of the Ordinary Meeting of 23 February 2026 be confirmed.

DECLARATIONS OF INTEREST

There were no Declarations of Interest.

NOTICES OF MOTION

1 Bill smoothing on rates and animal register payments

57 RESOLVED on the MOTION of Councillor Reece Nuttall seconded Councillor Ross Fowler OAM

That:

1. Council recognises the growing trend amongst New South Wales and Australian councils to provide bill smoothing on rates and animal register payments as a best-practice requirement to reduce bill shock and alleviate growing cost-of-living pressures.
2. Council staff investigate technology options to facilitate bill smoothing – enabling ratepayers to pay their rates in smaller, even, and regular instalments according to their preferences and to offer those facing hardship an ability to request more customised payment terms from council.
3. A report be brought back no later than 31 May 2026 to be considered prior to the finalisation of Councils budget.

REPORTS OF COMMITTEES

1 Report and Recommendations of the Heritage Advisory Committee Meeting held on 25 February 2026

58 RESOLVED on the MOTION of Councillor Garion Thain seconded Councillor Libby Austin that the recommendations contained in the Report and Recommendations of the Heritage Advisory Committee meeting held on 25 February, 2026 be adopted.

2 Report and Recommendations of the Policy and Strategy Committee Meeting held on 9 March 2026

59 RESOLVED on the MOTION of Councillor Ross Fowler OAM seconded Councillor Faithe Skinner that the recommendations contained in the Report and Recommendations of the Policy and Strategy Committee meeting held on 9 March, 2026 be adopted.

Procedural Motion

60 RESOLVED on the MOTION of Councillor John Thain seconded Councillor Libby Austin that *Item 18 - PCC24/25-126 Premix Concrete*, be dealt with after Confidential Business.

DELIVERY PROGRAM REPORTS

STRATEGIC DIRECTION 1 - NURTURE OUR ENVIRONMENT

1 PCC25/26-32 Supply and Delivery of Compostable Bags

61 RESOLVED on the MOTION of Councillor Ross Fowler OAM seconded Councillor Faithe Skinner

That:

1. The information contained in the report on PCC25/26-32 Supply and Delivery of Compostable Bags be received
2. The tender from Cardia Bioplastics (Australia) Pty Ltd for \$6,832,495.39 (excl. GST), be accepted to undertake Supply and Distribution of Compostable Bags for a three (3) year period with two (2) x one (1) year extension options.
3. The General Manager be authorised to sign all necessary legal documents in relation to this matter.
4. Variations and amendments that do not materially alter the original scope

of the contract be managed under the existing Penrith City Council financial delegations within the approved budgets.

STRATEGIC DIRECTION 2 - SUPPORT OUR WELLBEING

2 Endorsement of Membership for the Multicultural Working Party 2026 - 2027

62 RESOLVED on the MOTION of Councillor Reece Nuttall seconded Councillor John Thain

That:

1. The information contained in the report on Endorsement of Membership for the Multicultural Working Party 2026 - 2027 be received.
2. Council endorses the recommended members of the Multicultural Working Party 2026 – 2027.

3 Endorsement of Membership of the Access Committee 2026 - 2030

63 RESOLVED on the MOTION of Councillor Hollie McLean seconded Councillor Faithe Skinner

That:

1. The information contained in the report on Endorsement of Membership of the Access Committee 2026 - 2030 be received.
2. Council endorses the recommended members of the Access Committee 2026 – 2030.
3. Council endorses special dispensation for an additional community member, for a total of nine community members of the Access Committee for the 2026-2030 term only.

4 Request for Major Event Sponsorship - Out2Lunch Festival

64 RESOLVED on the MOTION of Councillor Glenn Gardiner seconded Councillor Faithe Skinner

That:

1. The information contained in the report on Request for Major Event Sponsorship - Out2Lunch Festival be received.
2. Council endorses an investment, being a sponsorship amount up to \$50,000 (exc. GST) subject to DA approval by the NSW Government.
3. Council suggests RuffTRACK be looked at as one of the selected charities.
4. Council request a list of the charities that ultimately receive charity funding at the conclusion of the event.

STRATEGIC DIRECTION 3 - SHAPE OUR GROWING CITY

5 Draft Voluntary Planning Agreement - 805 Mamre Road Kemps Creek

65 RESOLVED on the MOTION of Councillor Reece Nuttall seconded Councillor Faithe Skinner

That:

1. The information contained in the report on Draft Voluntary Planning Agreement - 805 Mamre Road Kemps Creek be received.
2. Council endorses for notification of the Draft Voluntary Planning Agreement (VPA) for 805 Mamre Road, Kemps Creek (Gibb Group), as attached.
3. A further report be prepared for Council following public notification of the draft voluntary planning agreement, if submissions are received and amendments are proposed.
4. Council endorses the draft VPA for 805 Mamre Road, Kemps Creek (Gibb Group) for execution, if no submissions are received during the public notification period or if no amendments are proposed.
5. If no submissions are received, Council authorises the General Manager to finalise and sign the VPA and make any minor amendments where necessary (e.g. typographical errors, incorrect clause references, indexation and refinement of any costs, dates or similar).
6. The Common Seal of the Council of the City of Penrith be affixed to all documents as required, and the General Manager (or their delegate) be authorised to sign all necessary legal decorations in relation to this matter.

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

For

Against

Councillor Ross Fowler OAM
Councillor Robin Cook
Councillor Todd Carney
Councillor Libby Austin
Councillor Hollie McLean
Councillor John Thain
Councillor Reece Nuttall
Councillor Garion Thain
Councillor Vanessa Pollak
Councillor Faithe Skinner
Councillor Glenn Gardiner
Councillor Edwin Mifsud
Councillor Kirstie Boerst

6 Fire Safety Update

66 RESOLVED on the MOTION of Councillor Vanessa Pollak seconded Councillor Reece Nuttall

That:

1. The information contained in the report on Fire Safety Update be received.
2. Council proceed to issue a Notice of Intention to Serve a Fire Safety Order for the Vallance Street, Lakeside Parade, Jamison Road and Water Gum Drive premises and proceed to issue a Fire Safety Order should the fire

safety issues not be addressed to the satisfaction of Council's Building Certification and Fire Safety Coordinator upon reinspection.

3. Council continues to monitor these premises as part of its Fire Safety Program.

7 Submission to the NSW Parliamentary Inquiry into Data Centres

67 RESOLVED on the MOTION of Councillor John Thain seconded Councillor Reece Nuttall

That:

1. The information contained in the report on Submission to the NSW Parliamentary Inquiry into Data Centres be received.
2. Council endorses the submission at Attachment 1 for submission to the NSW Parliamentary Inquiry into Data Centres by the closing date of 27 March 2026. Noting the amendment on page 43, to remove the words: "getting hotter".

8 Draft Voluntary Planning Agreement 771-797 Mamre Road, Kemps Creek (Yiribana West - GPT)

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

That:

1. The information contained in the report on Draft Voluntary Planning Agreement 771-797 Mamre Road, Kemps Creek (Yiribana West - GPT) be received.
2. Council endorse for notification of the Draft Voluntary Planning Agreement (VPA) for 771-797 Mamre Road, Kemps Creek (Yiribana West – GPT), as attached.
3. A further report be prepared for Council following public notification of the draft VPA, if submissions are received and amendments to the draft VPA are proposed.
4. Council endorses the draft VPA for 771-797 Mamre Road, Kemps Creek (Yiribana West – GPT) for execution, where no submissions are received during the public notification period or no amendments are proposed.
5. If no submissions are received or no significant amendments proposed, Council authorise the General Manager to finalise and sign the VPA and make any minor amendments where necessary (e.g. typographic errors, incorrect clause references, indexation and refinement of any costs, dates and the like).
6. The Common Seal of the Council of the City of Penrith be affixed to all documents as required, and the General Manager (or their delegate) be authorised to sign all necessary legal decorations in relation to this matter.

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

For

Against

Councillor Ross Fowler OAM
Councillor Robin Cook
Councillor Todd Carney
Councillor Libby Austin
Councillor Hollie McLean
Councillor John Thain
Councillor Reece Nuttall
Councillor Garion Thain
Councillor Vanessa Pollak
Councillor Faithe Skinner
Councillor Glenn Gardiner
Councillor Edwin Mifsud
Councillor Kirstie Boerst

9 Amendment and re-exhibition of St Marys Town Centre Section 7.12 Development Contributions Plan

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

That:

1. The information contained in the report on Amendment and re-exhibition of St Marys Town Centre Section 7.12 Development Contributions Plan be received.
2. Council resolve to publicly exhibit the *draft St Marys Town Centre Development Contributions Plan 2025* (Attachment 1 to this report) for a minimum period of 28 days in accordance with the *Environmental Planning and Assessment Act 1979 and Regulation 2021*.
3. A further report be prepared for Council at the earliest opportunity following public exhibition of the Contributions Plan, if submissions are received, for Council to consider those submissions.
4. If no submissions are received during the public exhibition period, and no amendments are proposed apart from the correction of minor errors, misdescriptions or miscalculations, Council authorise the General Manager to approve the *St Marys Town Centre Development Contributions Plan 2025*.
5. A notice is to be published on Council's website within 28 days after the *St Marys Town Centre Development Contributions Plan 2025* has been approved, in accordance with legislative requirements under the *Environmental Planning and Assessment Act 1979 and Regulation 2021*. The Contributions Plan is to commence on the date of the notice.
6. The *St Marys Town Centre Development Contributions Plan 1993* is to be repealed on commencement of the *St Marys Town Centre Development Contributions Plan 2025* in accordance with s215(2)(a) of the *Environmental Planning and Assessment Regulation 2021*.

10 Submission on the EIE - Climate Change and Natural Hazards State Environmental Planning Policy

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

That:

1. The information contained in the report on Submission on the EIE - Climate Change and Natural Hazards State Environmental Planning Policy be received
2. Council endorse the draft submission at Attachment 1 for lodgement with the NSW Department of Planning, Housing and Infrastructure.
3. The General Manager (or delegate) be authorised to make minor administrative amendments to the submission prior to lodgement, where consistent with Council's resolution.
4. Council does not opt in to the optional Clause 5.22 (Special Flood Considerations) within the proposed Climate Change and Natural Hazards SEPP.
5. Council does not opt in to the optional Clause 5.9 (Rebuilding after natural hazards) within the proposed Climate Change and Natural Hazards SEPP.

STRATEGIC DIRECTION 4 - PROVIDE FOR OUR LIFESTYLE

11 Aquatics, Leisure and Wellness Strategy 2026-2041

71 RESOLVED on the MOTION of Councillor John Thain seconded Councillor Robin Cook

That:

1. The information contained in the report on Aquatics, Leisure and Wellness Strategy 2026-2041 be received.
2. Consideration of this matter be deferred and brought back to a Policy and Strategy Committee Meeting so that further information can be provided.

12 PCC25/26-118 Rance Oval Storage and Shelter

72 RESOLVED on the MOTION of Councillor Ross Fowler OAM seconded Councillor Reece Nuttall

That:

1. The information contained in the report on PCC25/26-118 Rance Oval Storage and Shelter be received
2. The tender from Acron Building Services Pty Limited for \$446,245.00 (excluding GST), be accepted to undertake Rance Oval Storage and Shelter, Werrington.
3. The General Manager be authorised to sign all necessary legal documents in relation to this matter.
4. Variations and amendments that do not materially alter the original scope

of the contract be managed under the existing Penrith City Council financial delegations within the approved budgets.

13 PCC25/26-74 Castlereagh RFS Design Consultant

73 RESOLVED on the MOTION of Councillor Ross Fowler OAM seconded Councillor Reece Nuttall

That:

1. The information contained in the report on PCC25/26-74 Castlereagh RFS Design Consultant be received.
2. The tender from Local Architect South Coast Pty Ltd for \$211,760.00 (excluding GST), be accepted for Castlereagh RFS Design Consultant, Castlereagh.
3. The General Manager be authorised to sign all necessary legal documents in relation to this matter.
4. Variations and amendments that do not materially alter the original scope of the contract be managed under the existing Penrith City Council financial delegations within the approved budgets.

14 PCC2526-89 Installation of DDA-Compliant Bus Shelters

74 RESOLVED on the MOTION of Councillor Ross Fowler OAM seconded Councillor Reece Nuttall

That:

1. The information contained in the report on PCC2526-89 Installation of DDA-Compliant Bus Shelters be received.
2. Council reject the tender submission received for this RFT on the basis of non-conformance. In accordance with Local Government Regulations Section 178(1)(b) of the Local Government (General) Regulation 2021 (“the Regulation”), Council declines to accept any of the tenders.; and
3. Council endorse the re-tendering of the project with revised scope requirements as outlined in this report, in accordance with Local Government Regulations Section 178(3)(b), to invite, in accordance with Clause 167, fresh tenders based on the same or different details.

15 PCC25/26-18 Parker Street Upgrade – Western Amenities Building Improvements

75 RESOLVED on the MOTION of Councillor Ross Fowler OAM seconded Councillor Reece Nuttall

That:

1. The information contained in the report on PCC25/26-18 Parker Street Upgrade – Western Amenities Building Improvements be received.
2. The tender from Acron Building Services Pty Limited for \$288,150.00 (excluding GST), be accepted to undertake Parker Street Upgrade – Western Amenities Building Refurbishment, Penrith.
3. The General Manager be authorised to sign all necessary legal documents

in relation to this matter.

4. Variations and amendments that do not materially alter the original scope of the contract be managed under the existing Penrith City Council financial delegations within the approved budgets.

16 PCC25/26-35 Bennett Park Redevelopment

76 RESOLVED on the MOTION of Councillor Ross Fowler OAM seconded Councillor Reece Nuttall

That:

1. The information contained in the report on PCC25/26-35 Bennett Park Redevelopment be received.
2. The tender from Romba Pty Ltd for \$1,752,458.00 (excluding GST), be accepted to undertake Bennett Park Redevelopment, St Marys.
3. The General Manager be authorised to sign all necessary legal documents in relation to this matter.
4. Variations and amendments that do not materially alter the original scope of the contract be managed under the existing Penrith City Council financial delegations within the approved budgets.

17 Factory Road Shared Path Additional Co-contribution

77 RESOLVED on the MOTION of Councillor Hollie McLean seconded Councillor Libby Austin

That:

1. The information contained in the report on Factory Road Shared Path Additional Co-contribution be received.
2. The additional co-contribution amount of up to \$150,000 be funded internally from allocated available budget to meet project delivery contingency costs incurred.
3. Transport for NSW's Get NSW Active Program be advised of the additional co-contribution amount by Council.

STRATEGIC DIRECTION 5 - WORK TOGETHER

19 Sydney Water Corporation Proposed Acquisition of Interest In Land- Part of Lot 3 DP 747153, 112-124 Andrews Road Penrith

78 RESOLVED on the MOTION of Councillor Faithe Skinner seconded Councillor Libby Austin

That:

1. The information contained in the report, Sydney Water Corporation easement acquisition of part of lot 3 DP 747153, located at 112–124 Andrews Road, Penrith be received.
2. Council accepts the compensation and reimbursement of costs outlined in the report, with proceeds from the acquisition to be allocated to the Property Reserve.

3. The Common Seal of the City of Penrith be affixed to all documents as required, and the General Manager (or his delegate) be authorised to sign all necessary legal documents in relation to this matter.

20 Sydney Metro Residual Road Acquisitions for the Sydney Metro- Western Sydney Airport

79 RESOLVED on the MOTION of Councillor Faithe Skinner seconded Councillor Libby Austin

That:

1. The information contained in the report on Sydney Metro Residual Road Acquisitions for the Sydney Metro- Western Sydney Airport be received.
2. Council provides concurrence to the four public purpose acquisitions of road detailed within this report under the Land Acquisition (Just Terms Compensation) Act 1991.
3. Council resolves that no compensation is payable for the four public purpose acquisitions as outlined in this report
4. The Common Seal of the Council of the City of Penrith be affixed to all documents as required, and the General Manager (or his delegate) be authorised to sign all necessary legal documents in relation to this matter.

21 Permanent Road Closure, Dedication as Public Road and New Easement Associated with St Marys Central Park

80 RESOLVED on the MOTION of Councillor Faithe Skinner seconded Councillor Libby Austin

That:

1. The information contained in the report on the Permanent Road Closure, Dedication as Public Road and New Easement Associated with St Marys Central Park be received.
2. Council endorse the closure of the subject portion of public road as contained within Lot 151 draft DP 1314258 under Section 38A of the Roads Act 1993. The road closure parcel will vest in Council as operational land.
3. Council resolve to dedicate Lot 6 DP 1300752 as public road under Section 10 of the Roads Act 1993.
4. Council endorse the registration of a 3-metre-wide easement for underground cables across Lots 1–4 DP 1300752 and proposed Lot 151 draft DP 1314258 as identified in the report.

The Common Seal of the Council of the City of Penrith be affixed to all documents as required, and the General Manager (or his delegate) be authorised to sign all necessary legal documents in relation to this matter.

22 Adoption of Public Forum Rules

81 RESOLVED on the MOTION of Councillor Faithe Skinner seconded Councillor Libby Austin

That:

1. The information contained in the report on Adoption of Public Forum Rules be received.
2. Subject to any amendments required by Council, Council endorses the attached draft Public Forum Rules for public exhibition, for a period of 28 days to allow for public submissions to be received.
3. Council endorses application of the draft Public Forum Rules until the completion of the public exhibition period.
4. Should no material changes be required to the draft Public Forum Rules following the public exhibition period, Council endorses adoption of the Public Forum Rules.
5. Should public submissions be received that require further consideration of the draft Public Forum Rules, a report be provided to Council.

23 Land Classification - Lot 11 Section 5 DP979366, 109 Russell Street Emu Heights

82 RESOLVED on the MOTION of Councillor Faithe Skinner seconded Councillor Libby Austin

That:

1. The information contained in the report on Land Classification – Lot 11 Section 5 DP979366, 109 Russell Street, Emu Heights be received,
2. Lot 11 Section 5 DP979366, being 109 Russell Street, Emu Heights be classified as operational land in accordance with the Local Government Act 1993.

24 Pecuniary Interest First Returns - Designated Persons

83 RESOLVED on the MOTION of Councillor Faithe Skinner seconded Councillor Libby Austin

That:

1. The information contained in the report on Pecuniary Interest First Returns - Designated Persons be received.
2. All Pecuniary Interest First Returns lodged be made publicly available in accordance with the requirements of the *Government Information (Public Access) Act 2009* subject to appropriate redactions.

25 Summary of Investments and Banking for the period 1 February 2026 - 28 February 2026

84 RESOLVED on the MOTION of Councillor Faithe Skinner seconded Councillor Libby Austin

That:

1. The information contained in the report on Summary of Investments and Banking for the period 1 February 2026 - 28 February 2026 be received.
2. The Council's Cash Book and Bank Statements have been reconciled as at 28 February 2026.

URGENT BUSINESS

UB 1 Share the Dignity Program

Councillor Robin Cook requested that an amount of \$10,360 in total, be split between each Ward's voted works, to extend support of the Share the Dignity Program, to purchase and stock two dispensers at Ripples St Marys and Penrith Library.

85 RESOLVED on the MOTION of Councillor Robin Cook seconded Councillor Kirstie Boerst that the matter be brought forward and dealt with as a matter of urgency.

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

86 RESOLVED on the MOTION of Councillor Robin Cook seconded Councillor Kirstie Boerst that an amount of \$10,360 in total, be split between each Ward's voted works, to extend support of the Share the Dignity Program and to purchase and stock two dispensers at Ripples St Marys and Penrith Library, to fund the ongoing program to end period poverty.

MOVE INTO CLOSED SESSION

Note: Prior to moving into Closed Session, the Mayor asked Governance if any objections had been received from the public regarding the closed session. Governance confirmed that no objections were received.

Procedural Motion

87 RESOLVED on the MOTION of Councillor John Thain seconded Councillor Faithe Skinner that the meeting move into Closed Session to consider Confidential Business as listed in the Business Paper, the time being 8.01pm.

1 Presence of the Public

Accordingly, members of the press and public were excluded from the Chamber and the livestream ceased for the duration of Confidential Business to deal with the following matters:

Strategic Direction 4

2 PCC24/25-126 Premix Concrete

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

Strategic Direction 2

3 Request for Major Event Sponsorship

This item has been referred to Confidential Business as the report refers to commercial information of a confidential nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) confer a commercial advantage on a

competitor of the Council; or (iii) reveal a trade secret and discussion of the matter in open meeting would be, on balance, contrary to the public interest.

RETURN TO OPEN SESSION

Procedural Motion

88 RESOLVED on the MOTION of Councillor Ross Fowler OAM seconded Councillor Robin Cook that Council return to Open Session, the time being 8:17pm.

The meeting resumed at 8:17pm and Governance reported that the Council met at 8:01pm on Monday 23, March 2026, for Confidential Business

and the Council excluded the press and public from the meeting for the reasons set out in CB1 and the Council resolved that:

CONFIDENTIAL BUSINESS

2 PCC24/25-126 Premix Concrete

89 RESOLVED on the MOTION of Councillor Hollie McLean seconded Councillor Faithe Skinner

CB2 That:

1. The information contained in the report on PCC24/25-126 Premix Concrete be received.
2. The report no longer be considered confidential when the outcome is reported back to a future Council meeting.

3 Request for Major Event Sponsorship

90 RESOLVED on the MOTION of Councillor Reece Nuttall seconded Councillor Garion Thain

CB3 That:

1. The information contained in the report on Request for Major Event Sponsorship be received.
2. Council endorses a conditional sponsorship investment, being an amount up to the recommended total sponsorship value (exc. GST) contained in the report.
3. Council notes that the sponsorship commitment is subject to the event bid being successful and that Council will be notified should the event be confirmed for Penrith.
4. When the successful bids are announced, Council make the information contained in the report publicly available.

18 PCC24/25-126 Premix Concrete

91 RESOLVED on the MOTION of Councillor Hollie McLean seconded Councillor Ross Fowler OAM

That:

1. The information contained in the report on PCC24/25-126 Premix Concrete be received
2. After considering the responses to the PCC24/25-126 Premix Concrete Tender and in accordance with section 178(1)(b) of the Local Government (General) Regulation 2021 ("the Regulation"), Council declines to accept any of the tenders.
3. Pursuant to clause 178(4)(a) of the Regulation, the Council's reason for declining to invite fresh tenders was:
 - a. There was limited interest shown in the response to the original tender invitation despite efforts to encourage further participation including extending the closing date for submissions.
4. Council negotiate with Holcim Australia Pty Ltd and Total Concrete Solutions Pty Ltd & South Coast Basalt Pty Ltd for the following reasons:
 - a. Holcim Australian Pty Ltd and Total Concrete Solutions Pty Ltd & South Coast Basalt Pty Ltd were the only respondents to Council's tender and demonstrated potential suitability to meet Council's requirements
5. The negotiation parameters to include:
 - a. Reaching agreement on Penrith City Council Supply of Goods contract terms and conditions.
 - b. Ensuring compliance with Council's Work Health and Safety (WHS), Quality Assurance (QA), and Environmental practices.
 - c. Providing scope for negotiation on pricing
6. In accordance with section 178(3)(e) of the Regulation, Council authorises the General Manager and/or their delegate to enter into negotiation with a view to entering into a contract in relation to the subject matter of the tender.
7. A recommendation on the outcome of the negotiations be reported to Council for award of the tender.

There being no further business the Chairperson declared the meeting closed the time being 8:19pm.

PENRITH CITY COUNCIL

Procedure for Addressing Public Forums

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

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

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

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

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

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

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

Procedure for Addressing a Public Forum

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

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

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

Adam Beggs
Public Officer
02 4732 7597

MAYORAL MINUTES

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2	Continued Advocacy for Penrith's Future	3



Mayoral Minute

Sustainability Scholarship continues to inspire staff

I am pleased to share that 7 staff will expand their knowledge for the benefit of our organisation - and the Penrith community - through the Louise Petchell Sustainability Scholarship this year.

This annual scholarship was established in 2009, in memory of former staff member and passionate sustainability advocate Louise Petchell.

Penrith City Council is a leader in sustainability in local government, and this scholarship demonstrates our enduring commitment to achieving sustainable outcomes.

For Council, sustainability is about respecting our people, looking after our places, and delivering services to improve the wellbeing and resilience of our City – now and into the future.

The scholarship funds learning and development for staff, to help strengthen their understanding of sustainability and resilience, and how it applies to their work. It enables staff to participate in activities like conferences and workshops, and to undertake relevant study.

Through knowledge-sharing and by deepening our understanding of sustainability principles, Council continues to demonstrate best practice and achieve positive outcomes for our evolving community.

Louise's legacy lives on through this program, that inspires our staff and impacts the broader community. On behalf of Council, I thank Louise's husband, Bernard Proctor, who continues to be part of the selection process each year.

Please join me in congratulating the recipients for 2026:

- Aditya Malshe, Strategic Urban Designer
- David Forward, Design Facilitator
- Laura Ann Van Woudenberg, Early Childhood Teacher
- Mark Viler, Nursery Coordinator
- Neil Farquharson, Chief Financial Officer
- Prudence Hudson, Senior Planner
- Zac Scott, Planner

I look forward to hearing about the activities of these scholarship holders throughout the year, and the positive changes they are driving for Council and the community.



Cr Todd Carney
Mayor of Penrith

RECOMMENDATION

That the Mayoral Minute on Sustainability Scholarship continues to inspire staff be received.

Mayoral Minute

Continued Advocacy for Penrith's Future

Councillors, as we approach next month's Federal Budget announcement and the delivery of the State Budget in June, Penrith Council continues to advocate to both levels of government to keep Penrith front of mind in their decision-making.

Council made pre-budget submissions to the Australian and NSW Governments which list priority projects for our City to support well-managed growth now and into the future.

These projects fall under our key infrastructure focus areas - housing and jobs, road upgrades and public transport connectivity, and enhancing liveability.

We continue to serve as the voice of our community, and Council's submissions amplify the message underpinning our Advocacy Strategy: that Penrith plays a major role in the sustainable growth of Sydney as a whole.

Striving to harness resources and further support, we have boosted our advocacy efforts. Council is holding regular meetings with government ministers and MPs, and leading conversations with strategic partners and other organisations who have shared goals for a thriving future for Penrith.

We are also currently delivering a social media campaign to raise awareness of Council's priorities for Penrith, and to further engage the community and industry stakeholders as we continue to speak up on the changing needs and aspirations for this City.

As we call for greater investment in Penrith, I acknowledge a recent win for Western Sydney. Council welcomed last month's news that the full length north-south rail had been placed on Infrastructure Australia's 2026 Infrastructure Priority List.

Penrith Council has advocated long and hard for full length north-south rail, which will improve connectivity in and around our City, and create more opportunities for our growing community. We now need funding commitment from Government to prepare for delivery.



Cr Todd Carney
Mayor of Penrith

RECOMMENDATION

That the Mayoral Minute on Continued advocacy for Penrith's future be received.

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REPORTS OF COMMITTEES

Item		Page
1	<u>Report and Recommendations of the Access Committee Meeting held on 26 November 2025</u>	1
2	<u>Report and Recommendations of the Policy and Strategy Committee Meeting held on 13 April 2026</u>	9
3	<u>Report and Recommendations of the Local Transport Forum held on 13 April 2026</u>	12



**REPORT AND RECOMMENDATIONS OF THE
ACCESS COMMITTEE MEETING
HELD ON 26 NOVEMBER, 2025**

PRESENT

In Person

Councillor Faithe Skinner, Anthony Mulholland, Matt Rogers, Farah Madon, Marcella Kelshaw – CHAIR (Head of City Activation, Community & Place), Jacqueline Newsome (Community Resilience Program Manager), Josephine Dambudzo (Community Capacity Officer), Alex Dwyer (Executive Support Officer CACP), Luca Chudleigh (Senior Social Strategy Officer).

Online

Councillor Hollie McLean, Councillor Reece Nuttall, Carole Grayson, Allan Windley, Dianne Brookes.

PRESENTERS

Nikki Akbar (Events and Activations Program Manager), Angela Dwyer (Senior Event Producer), Hannah Vousden (Development Assessment Planner), Sandra Fagan (Principal Planner), Fiona McDermott (City Strategy Lead), Kate Smith (Executive Planner -City Strategy).

APOLOGIES

Councillor Garion Thain.

CONFIRMATION OF MINUTES - Access Committee Meeting - 4 June 2025

That the minutes of the Access Committee Meeting of 4 June 2025 be confirmed.

DECLARATIONS OF INTEREST

Nil.

DELIVERY PROGRAM REPORTS

STRATEGIC DIRECTION 2 - SUPPORT OUR WELLBEING

**1 Disability Inclusion Action Plan 2022 – 2026 Annual Report, New
Disability Inclusion Action Plan Project Plan and Broader Council
Programs**

New Disability Inclusion Action Plan Project Plan

Josephine Dambudzo provided an update on the Disability Inclusion Action Plan (DIAP) 2026-2030 project plan. Council has commenced the development of a new DIAP which will build on the achievements of the 2022-2026 DIAP.

Council ran a community engagement program which included focus groups, pop up sessions at key facilities (libraries, Ripples and children's services),

workshops, interviews and an online Your Say survey. A total of 230 people were engaged across diverse disability groups. Council consulted people with psychosocial disability, physical disability, visual and hearing impairments, those who are neurodiverse and those who have an intellectual disability.

As part of the DIAP guidelines, Council is required to target specific cohorts which included First Nations, culturally and linguistically diverse communities (CALD), LGBTQIA+, women and children's services. These groups were consulted through Your Say, interviews and a pop up at Glenmore Park Childcare centre.

The two lines of inquiry were to identify areas of improvement and proposed priorities across the following focus areas. The feedback included

- Systems and processes – improving Councils efficiency and responsiveness to inquiries, increase the communities' knowledge about the services Council provides, improve the process for development application and ensuring that the community can engage with Council in multiple ways not just digitally.
- Attitudes and behaviours – Disability feedback should be regularly sought from people with disability instead of advocates or service providers, training Council staff on disability, promotion of the adoption of the sunflower sign was recommended as well as teaching children from a young age about disability.
- Liveable communities – including more inclusive parks in parts of the LGA, accessible buildings, events including sensory zoning, improving bus shelters and bus ramps, pedestrian infrastructure, community safety and emergency evacuation.
- Meaningful employment – building business knowledge on skills and interests of people with a disability and increasing awareness of funding support and incentives to support businesses that hire people with a disability and continue to promote inclusive and supportive workplaces.

The draft DIAP will be taken to public exhibition in April 2026, where both online and in person engagement opportunities will be made available.

Feedback from the committee included:

- Great to see invisible disability being included.
- Increase the awareness of the sunflower sign with the local community and businesses.
- Is there an opportunity to develop an audit trail summary of feedback provided/received that could be used in communication forums back to the local community for more visibility on how that feedback has shaped or developed the new DIAP
- Is there data on how many people from First Nations provided feedback on Your Say, as Penrith LGA hosts the largest growth of Aboriginal and Torres Strait Islander people over the last two years

Disability Inclusion Action Plan Annual Report

Jacqueline Newsome provided an update on the Disability Inclusion Action

Plan Annual Report 2024-2025. The current DIAP has 62 actions, of which 17 are complete, 37 are active, 8 are inactive and 4 unfunded stretch projects have been identified in which 3 are complete and one remains active.

Highlights of the four main areas include

- Developing positive community attitudes and behaviours – delivery of the Inclusive Foundations Framework, accessibility focused tourism campaign and dementia awareness workshops showcasing accessible resources
- Creating liveable communities – public computers equipped with non-visual desktop access, Everyone can Play guidelines used in upgrades of play spaces, three new adult changing facilities installed in the LGA
- Access to meaningful employment – delivery of the Inclusive Foundations Framework project, Inclusive Foundations pilot is coming soon and Council has commenced work on a Diversity, Equity and Inclusion Strategy
- Improving access to systems and processes – disability inclusion access training provided to children’s services, engagement with the Access Committee on major developments, key partnerships with local agencies to deliver community information and referral processes and provision of MLAK and access maps

Drafting of the 2026-2030 DIAP is underway, with a draft plan expected early in 2026 and completed by June 2026.

Feedback from the committee included:

- In appendix 6 the wording needs to be updated to reflect the DIAP achievements in 2024-2025 rather than 2023-2024
- Under focus area 4, it refers to KU, what is this. Council stated that this refers to a Children’s Centre

Strategic Planning for the East-West Corridor: Kingswood-Werrington

Fiona McDermott presented on the Strategic Planning for the east-west corridor of Kingswood and Werrington. The area has seen a population growth of almost 40%, which is almost double the rate of the rest of the LGA. It also has a higher proportion of lone person households or single parent households. Council will need to be mindful of these housing needs when pushing for growth in the area and ensure that these people aren’t being pushed out.

This corridor also encompasses the Nepean Hospital, Western Sydney University, TAFE Campus which currently supports one in ten jobs.

Currently there is no public bus service that stops at Kingswood Station. It is understood some school buses stop there and the shuttle bus to the university. Committee members stated that the crime near Kingswood station is significant and bus drivers do not feel safe stopping there.

Council would like to make the corridor vibrant and exciting so that people can stay and enjoy where they live. Key opportunities include delivering more housing choice, especially affordable housing around the two stations; greening the corridor by expanding on existing parks and improving the tree

canopy and public transport.

Council has undertaken early engagement during October and November 2025, through various online platforms and in person at Village Café in Kingswood.

Council is undertaking corridor wide studies to inform the draft structure plan by

- Conducting multi-transport assessment – accessing all modes of transport and how they work together to create a better network.
- Integrated water management plans – how to manage stormwater runoff reuse and create a system that delivers sustainable outcomes.
- Centres, economic feasibility and market analysis study – to help define the role of Kingswood and Werrington within the bigger picture.
- Place plan and safety audit – A consultant is on board and an engagement plan is being developed, which will engage with specific community and user groups across the corridor to get detailed feedback on the safety concerns of the area.

Council is planning to have a draft structure plan on public exhibition by mid 2026 and the final structure plan by late 2026.

Feedback from the committee included:

- Safety concerns near Kingswood station, it is vital that the community feels safe to take public transport. A lot of university and Tafe students take buses from Penrith or St Marys rather than trains to Kingswood to avoid the station.
- How will you ensure the integration between the Penrith and St Marys master plans and the new plan for Kingswood will be seamless. How will you connect them all?

Culture Fusion 2026

Nikki Akbar presented on the Culture Fusion event for 2026, which will be bigger than previous events due to funding from Multicultural NSW. The event will take place on 21 and 22 February 2026 at Queen Street St Marys. This will be a road closure event. The aim of the event is to allow people to explore the world through food, workshops, fashion shows, and an elevated stage program.

Council Officers are working with Richard Petkovic from Cultural Arts Collective to produce the stage program. A new addition for the event is a cultural fashion show. Council is collaborating with Kerry Wotton from 3in1 to produce 3 shows a day over the 2 days, featuring diverse traditional attire.

Queen Street has an existing diverse food offering, which Council will be complementing with a small selection of food trucks. Council will be undertaking extensive business engagement with the existing restaurants and cafes along Queen Street. Council is looking at including traditional cooking demonstrations as well. Workshops will also be included in the program to bring hands on experiences and educational sessions such as arts and crafts, dance and storytelling.

A map of the event site was included in the presentation, showing road closure points, location of food vendors, market stalls, stage and cooking

demonstration areas. Council also has a comprehensive transport management plan which has gone through several approvals within Council and externally, such as the local transport forum which includes Police and the bus services.

Council is currently accepting Expressions of Interest (EOI) for sponsors, market stalls, models, cooking demonstrations, workshops and performances. A community engagement event is to be held on Thursday 27 November at St Marys Corner – Community Hall. The EOI form can be accessed through the QR code or contacting majorevents@penrith.city. Council is in the process of designing promotional collateral which will be shared with the committee once complete to share across networks.

Feedback from the committee included:

- Have you considered consulting with disability services as they have a range of people with multicultural backgrounds
- Queen Street is a busy street and a key route for buses. You will need to notify bus companies and identify alternative solutions for people to access the area.
- It would be beneficial to engage with the Multicultural Health Service directly as they would love to be involved in the event, contact details will be shared with Council Officers
- There are a lot of disability organisations along Queen Street. Council will need to consult with them to ensure access is not impacted.

Accessible Events Checklist

Angela Dwyer presented an update on the Accessible Events Checklist, which is an internal facing document to be used at all types of Council events.

The checklist is broken down into four categories, accessible venues and spaces, inclusive participation opportunities, inclusive event promotion and attitudes and awareness. Each category then explores elements for event organisers to consider and breaks it down further into what should be minimum, best practice requirements, applicable yes/no and a section to document findings or plans.

A copy of the checklist is available for committee members to take with them, and an online version will be shared. Any feedback can be submitted to majorevents@penrith.city. Council is hoping to develop a version of the checklist to be used for external event organisers in the future.

Feedback from the committee included:

- Under accessible entrance - it is suggested that it should be a minimum requirement rather than best practice. Everyone should be able to access the event
- Under accessible toilets – sometimes a venue will have an accessible toilet but the entrance may not be wide enough for a wheelchair to fit through. It is suggested that Council does a site visit to ensure the access is adequate
- Under signage – expand what WCAG means, this avoids the duplication of guidelines.
- Under signage - Be mindful of retail creep to ensure that wheelchairs can

still move around freely. Accessible viewing platform should also be a minimum requirement rather than best practice.

- Under signage – suggested to incorporate CALD and Darug signage or interpretation into signage requirements where possible
- Under online promotion – suggested to change the wording to current WCAG requirements, rather than WCAG 2.2 to allow for changes in requirements without the need to update the checklist itself.
- Ensure the signage is well placed where it is needed and easy to read
- Consider talking to NSW Carers as items mentioned may not comply with NSW Care standards. Also consider the Gig Buddy program
- Consider promoting the sunflower program in the toolkit

RECOMMENDED

That the information contained in the report on Disability Inclusion Action Plan 2022 – 2026 Annual Report, New Disability Inclusion Action Plan Project Plan and Broader Council Programs be received.

STRATEGIC DIRECTION 3 - SHAPE OUR GROWING CITY

2 Development Applications Referred to Access Committee

Development Approval for 126-164 Castle Road Orchard Hills

- Hannah Vousden presented the development application for 126-164 Castle Road, Orchard Hills. The development is located just north of the M4 near the existing suburbs of Caddens and South Penrith.
- A map of Orchard Hills North was presented, showing the open space 8 area which is being discussed today. The area is located immediately to the north of a proposed school site and across the road from the proposed village centre.
- The development includes twenty car parking spaces with two accessible spaces, amenities building with accessible and ambulant facilities, community room, community garden, three playground areas (one aimed at zero to six age group and two aimed at older age groups), two fitness stations, bike pump track, three half basketball courts, two multi-sport courts, flexible market and events space, breakout spaces and picnic seating areas. There are also open lawn and kick about spaces.
- The site topography has been a challenge. Entrances to the site have been graded appropriately. In the access report, the northeast corner entrance has been identified as not meeting the gradient requirements. Council has notified the applicant to address this issue, as this entrance will be the main link to the village centre to the east.
- The amenities site floor plan includes two ambulant cubicles and an adult changing place within the accessible bathroom facilities. The Access Report identifies that the adult changing place should be located separately to the accessible facilities, so Council has notified the applicant of this. Council is still to confirm the lighting design and the door access to the accessible bathroom.
- The furniture that will be implemented in the playground areas is still to be determined, Council is currently in negotiations with the applicant.

- Feedback from the Committee included:
- Look to include quiet areas for people with sensory overload. There may be a lot of noise coming from playground areas, but also the school and roads
- Bungarrabee Park in Blacktown is a good example of a park that is accessible for every group of people with a disability.
- Aboveground spinners are difficult for kids with physical disabilities to use. There are well designed ones at Livvi's play spaces at Jordan Springs and Warragamba which are at ground level so you can roll a wheelchair onto them
- The tower with slide option can be challenging for some kids to climb a ladder. You could consider including a boulder climbing area with slides coming off it so that kids who aren't confident in climbing or in climbing to heights can still use the slide
- Look out for trip hazards like balance logs as these are often missed when people are running to use the playground
- Consider adding more accessible parking spots or places for buses to park that may bring groups of people to the park for outings
- Consider a multi swing that a wheelchair can be pushed onto
- In the community garden it was suggested to include minimum width requirements between gardens to facilitate wheelchair access and raised garden beds for ease of planting at wheelchair height.
- Accessible parking spaces placed closer to the amenities building, rather than mid car park for ease of access.
- Consider looking at the David Currie playground in St Clair as there doesn't appear to be any provision for accessible play equipment in the toddler play area and this park does it well
- Shelter space seems limited around the play areas
- Suggest pathway widths of 1800 so two wheelchairs can pass
- Consider including benches with arm rests and at different heights
- Will there be a bus stop nearby that people who rely on public transport can utilise to be able to use the park
- Consider including a watering station for people with assistance animals
- Consider including park furniture that allows for wheelchairs to stop beside benches or at picnic tables
- Consider fencing playgrounds as younger kids especially those who are neurodivergent can be runners.

RECOMMENDED

That the information contained in the report on Development Applications Referred to Access Committee be received.

GENERAL BUSINESS

GB 1 Expressions of Interest and New Committee

There have been changes to the legislation around committees for Councils, so the Governance team is working through what this will look like in 2026. The requirement for new committee members will take place in early 2026 to ensure that the format Council sets up will meet the new legislated guidelines.

GB 2 New Post Office Location

The new location of the post office is not accessible by many as it is not connected to public

transport and there is a lack of parking. Why did it get moved from Westfield.

GB 3 Nepean Blue Mountains Local Health District

A letter was sent to Andrew Moore from Brad Astill from the Nepean Blue Mountains Local Health District regarding the shared access zone along Barber Avenue. There are concerns for access, parking, speed limits and pedestrian safety as this will be the access road to the new Nepean Hospital main entrance being delivered in stage two of the redevelopment. Are they any updates on this. Council will investigate.

GB 4 Accessible Business in the Penrith LGA

Can Council look for opportunities to promote accessible businesses in the LGA, Halo Hair and Body on High Street has a ramp for the step up into the shop and an accessible bathroom.

GB 5 Expressions of Interest for New Committee Members

In the Expressions of Interest for new committee members it was suggested to add current members are encouraged to reapply

Council's terms of reference do not include a maximum tenure.

Committee members were thanked for their service to the Access Committee over the last four years and for those in person at the meeting, thank you letters were handed out by Councillor Faithe Skinner. For those members who attended online, the letter will be posted to them.

There being no further business the Chairperson declared the meeting closed the time being 5:50pm.

RECOMMENDATION

That the recommendations contained in the Report and Recommendations of the Access Committee meeting held on 26 November, 2025 be adopted.

**REPORT AND RECOMMENDATIONS OF THE
POLICY AND STRATEGY COMMITTEE MEETING
HELD ON 13 APRIL, 2026**

WEBCASTING STATEMENT

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

PRESENT

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

LEAVE OF ABSENCE

Leave of Absence was previously granted to Councillor Garion Thain for the period 1 April 2026 to 21 April 2026 inclusive.

Leave of Absence was previously granted to Councillor Vanessa Pollak for the period 30 March 2026 to 13 April 2026 inclusive.

APOLOGIES

There were no apologies.

CONFIRMATION OF MINUTES - Policy and Strategy Committee Meeting - 9 March 2026

That the minutes of the Policy and Strategy Committee Meeting of 9 March 2026 be confirmed.

DECLARATIONS OF INTEREST

There were no Declarations of Interest.

DELIVERY PROGRAM REPORTS

STRATEGIC DIRECTION 5 - WORK TOGETHER

**5 Draft 2026-27 Operational Plan including 2026-27 Fees and Charges
- Key Updates**

RECOMMENDED

That the report on the Draft 2026-27 Operational Plan including 2026-27 Fees and Charges - Key Updates be received.

STRATEGIC DIRECTION 1 - NURTURE OUR ENVIRONMENT

**1 Result of public exhibition and proposed changes to the Penrith
Biodiversity Strategy 2026-2036**

RECOMMENDED

That:

1. The information contained in the report on Endorsement of Penrith Biodiversity Strategy 2026–2036 be received.
2. A further report be brought back to a Policy and Strategy Committee Meeting including detailed feedback received from the community under each of the themes, drawing a clearer line between submissions and where, if it is the case, that existing strategies and actions are already broad enough to accommodate.

STRATEGIC DIRECTION 2 - SUPPORT OUR WELLBEING

2 Disability Inclusion Action Plan 2026 - 2030 - Draft for information

RECOMMENDED

That:

1. The information in the Disability Inclusion Action Plan 2026-2030 report be received.
2. Council place the Disability Inclusion Action Plan 2026-2030 on public exhibition.

STRATEGIC DIRECTION 4 - PROVIDE FOR OUR LIFESTYLE

Councillor John Thain left the meeting, the time being 8:37pm.

Councillor John Thain returned to the meeting, the time being 8:40pm.

Councillor Hollie McLean left the meeting, the time being 8:46pm.

Councillor Hollie McLean returned to the meeting, the time being 8:48pm.

3 Penrith CBD Multi-Deck Car Park - Strategic Business Case

RECOMMENDED

That:

1. The information contained in the report on Penrith CBD Multi-Deck Car Park - Strategic Business Case be received.
2. A further report be brought to the next Council meeting including details relating to the term of the loans.

Councillor John Thain left the meeting, the time being 9:11pm.

The meeting adjourned for a short break, due to a minor technical issue, the time being 9:14pm.

Councillor John Thain returned to the meeting, the time being 9:20pm.

The meeting resumed, the time being 9:20pm.

4 Aquatics, Leisure and Wellness Strategy 2026-2041

RECOMMENDED

That:

1. The information contained in the report on Aquatics, Leisure and Wellness Strategy 2026-2041 be received.
2. Council endorse the Aquatics, Leisure and Wellness Strategy 2026-2041.

URGENT BUSINESS

UB 1 Bruce Turner AM - Honoured Citizen

Councillor Ross Fowler OAM requested that a report be brought to Council, detailing the achievements of Bruce Turner AM with a view to making him an Honoured Citizen.

19 RESOLVED on the MOTION of Councillor Ross Fowler OAM seconded Councillor John Thain that the matter be brought forward and dealt with as a matter of urgency

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

20 RESOLVED on the MOTION of Councillor Ross Fowler OAM seconded Councillor John Thain that a report be brought to Council, detailing the achievements of Bruce Turner AM, with a view to make him an Honoured Citizen.

There being no further business the Chairperson declared the meeting closed the time being 9:42pm.

RECOMMENDATION

That the recommendations contained in the Report and Recommendations of the Policy And Strategy Committee meeting held on 13 April, 2026 be adopted.

**REPORT AND RECOMMENDATIONS OF THE
LOCAL TRANSPORT FORUM HELD
ON MONDAY 13 APRIL, 2026**

PRESENT

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

IN ATTENDANCE

Joshua Hull – Head of Engineering Services (Chair), Kablan Mowad – Traffic and Transport Engineering Coordinator, Daniel Davidson – Senior Traffic Engineer, Karl Magistrado – Senior Traffic Engineer, Lalaine Malaluan – Senior Transport Engineer, Dennis Anthonyamy – Senior Transport Engineer, Michael Meijer – Transport Engineer, Josh Creamer – Traffic Engineer, Suzan Mehmet – Road Safety Officer, Chloe Lammers - Executive Support Officer Engineering Services, Joshua Rozario – Business Administration Trainee (Engineering), Mark Brown – Busways and James Duguid – Transit Systems.

APOLOGIES

Deputy Mayor Councillor Garion Thain (Representative for the Member for Londonderry), Councillor Reece Nuttall (Council Representative), Sergeant Stephen Page – Nepean Police Area Command (PAC), Phil Saverimuttu – Senior Traffic Engineer, Ben Cantor – Busways, Paul Bottomley – Blue Mountains Transit (CDC NSW)

CONFIRMATION OF MINUTES - Local Transport Forum - 2 February 2026

That the minutes of the Local Transport Forum of 2 February 2026 be confirmed.

DECLARATIONS OF INTEREST

Nil.

DELIVERY PROGRAM REPORTS

STRATEGIC DIRECTION 4 - PROVIDE FOR OUR LIFESTYLE

1 Penrith After Dark 2026 - Saturday 2 May 2026

RECOMMENDED

That:

1. The information contained in the report on Penrith After Dark 2026 - Saturday 2 May 2026 be received.
2. The event applicant be advised that this is a Class 2 Event under the “Guide to Traffic and Transport Management for Special Events”, and that all conditions and requirements specified must be complied with prior to the event.
3. As per Attachment 1, approval be given for the temporary closure of the following streets between 6:00am on Saturday 2nd of May 2026 and 2:00am on Sunday 3rd of May 2026:
 - High Street, between Station Street and Castlereagh Street;
 - Woodriff Street, between High Street and Memory Park (allowing

- access to Judges Place car park and Astina); and
 - Masters Place car park exit to Woodriff Street
4. The Traffic Management Plan for Penrith After Dark Event on 2 May 2026 be endorsed, subject to the following conditions:
- a. A Traffic Management Plan including a Risk Management Plan be lodged by the event applicant with Transport for NSW and Traffic Management Centre for approval, prior to the event. A copy of the Transport for NSW approval must be submitted to Council prior to the event.
 - b. The event applicant liaise with NSW Police and obtain any approvals if required.
 - c. The event applicant arranges an information letterbox drop and personal communication to all business proprietors, property owners/tenants, residents and other occupants in the affected streets two weeks prior to the event. Any concerns or requirements must be resolved by the applicant.
 - d. The event applicant submits to Council a copy of Public Liability Insurance (usually a Certificate of Currency) of minimum \$20 million, 30 days prior to the event. In addition, the event applicant indemnifies Council, in writing, against all claims for damage and injury which may result from the proposed event.
 - e. A detailed Traffic Guidance Scheme be prepared by a qualified and certified professional and submitted to Council, Transport for NSW and NSW Police prior to the event. The Traffic Guidance Scheme shall detail how a minimum 4.0m emergency lane is maintained at all times during the event.
 - f. The event applicant arranges to place barricades and provide Transport for NSW accredited Traffic Controllers where required by the approved Traffic Management Plan. Where the Traffic Management and Traffic Guidance Schemes indicate Traffic Controllers are to be used, all Traffic Controllers must have current Transport for NSW certification.
 - g. The event applicant provides advice to Council prior to the event that the event complies with the NSW Work Health and Safety Act 2011 and Work Health and Safety Regulations 2015.
 - h. The event applicant advertises the proposed temporary road closures in local newspapers a minimum of two weeks prior to the event and provide variable message signs (VMS) in appropriate locations a minimum of two weeks prior to the event, with the locations of the VMS boards submitted to Council for endorsement prior to their erection. VMS boards should be located in accordance with the Transport for NSW Technical Direction TDT2002/11c.
 - i. The event applicant notifies the Ambulance Service of NSW, fire brigades (Fire & Rescue NSW and NSW Rural Fire Service) and NSW State Emergency Service of the proposed event and submits a copy of the notification to Council prior to the event.
 - j. The event applicant notifies bus companies of the proposed event and submits a copy of the notification to Council prior to the event.

Bus companies shall be requested to advertise any changed route for affected buses at least four weeks prior to, and during, the event.

- k. Should the consultation process resolve to temporarily relocate bus stops or bus routes that were not indicated in the original Traffic Management Plan, a further report be required to be submitted to Council for further advise and approval.
 - l. The event applicant ensures that noise control measures are in place as required by the Protection of the Environment Operations (Noise Control) Regulations 2017.
5. Any proposed speed limit reductions are subject to the separate approval of Transport for NSW.
 6. As a requirement of the TfNSW “Guide to Traffic and Transport Management for Special Events 2024” this approval endorsing the Traffic Management Plan be considered as Council’s authorisation to regulate traffic on Council’s roads.
 7. Council’s Traffic section enter the road closures associated with the event into the Live Traffic NSW system.
 8. Council’s City Activation team be advised of Council’s resolution.

2 Mount Vernon Road Precinct - Proposed Load Limit and 'No Trucks' Signage

RECOMMENDED

That:

1. The information contained in the report on Mount Vernon Road Precinct - Proposed Load Limit and 'No Trucks' Signage be received.
2. Subject to further consultation with Fairfield City Council and consideration by their Local Transport Forum, a detailed Scope of Works be prepared and further consultation be undertaken with Transport for NSW on final details of the implementation of the scheme, with any significant alterations to be reported to a future meeting of the Local Transport Forum.
3. Prior to implementation, the proposed tonnage limit be advertised in local newspapers (including in adjoining Fairfield Council area for adequate coverage) and Government Gazette for a period of two (2) weeks.
4. Following advertisement of the proposal, the “No Trucks” signage scheme (default 4.5-tonne load limit) be implemented in the Mount Vernon Road precinct as shown in Appendix 1.
5. Council’s Asset Management section be advised of Council’s resolution for updating of Council’s assets register.
6. Council’s Ranger Services be advised of Council’s resolution with regard to the proposed tonnage limit.

3 Orchard Hills North Stage 5 & 6 - Proposed Temporary Road Closures

RECOMMENDED

That:

1. The information contained in the report on Orchard Hills North Stage 5 & 6 - Proposed Temporary Road Closures be received.
2. Council endorses the proposed temporary full road closure on sections of Castle Road and Kingswood Road (north) for 4 months and 2 months respectively, as shown in the Construction Traffic Management Plan (CTMP) in separate Enclosure 1.
3. Council's Development Engineers and the applicant be advised of Council's resolution and the applicant be required to prepare and undertake a comprehensive communications strategy regarding the proposed temporary road closure.
4. Works be funded by the developer at no cost to Council.

4 Sydney Street, St Marys - Signage for Amalgamation and Relocation of Bus Stops

Councillor Robin Cook (Representative for the Member for Penrith) expressed support for the proposed relocation of the bus stop on Sydney Street. Councillor Cook noted that a number of residents have previously raised concerns about parking issues along Sydney Street and advised that the proposed change is expected to assist in addressing these concerns.

RECOMMENDED

That:

1. The information contained in the report on Sydney Street, St Marys - Signage for Amalgamation and Relocation of Bus Stops be received.
2. Busways, affected residents and relevant stakeholders be notified of the proposed Bus Zone signage plan as shown in Appendix 1.
3. A work order is raised with Council's City Presentation Team for the signage works to be undertaken as shown in Appendix 1.
4. Following the installation of Bus Zone signage, Council liaise with the bus operator to install requisite bus stop "B-pole" signage fronting 93 Sydney Street.
5. Council Rangers and Nepean Police Area Command (Nepean PAC) be requested to undertake targeted compliance patrols during school peak periods following implementation of the Bus Zone signage plan.
6. Council's Asset Management section be advised of Council's resolution for updating of Council's asset register.

5 Notification of Works Implemented Under Sub-Delegation

RECOMMENDED

That:

1. The information contained in the report on Notification of Works Implemented Under Sub-Delegation be received.
2. The list of recent works be noted as follows:
 - a. Aldington Road, Erskine Park - Installation of Signage and Line Marking Plan at 90 Aldington Road.

- b. Abbots Road and Aldington Road, Kemps Creek - 290-308 Aldington Road Phase 1 Subdivision Signage and Line Marking Plan.
- c. Abbots Road, Kemps Creek - Abbots Road Upgrade at 290-308 Aldington Road Subdivision Signage and Line Marking Plan.
- d. Sydney Street, St Marys - Relocation of "No Stopping" signage at intersection of Sydney Street and Great Western Highway.
- e. Adelaide Street, St Marys - Installation of "No Parking 7AM - 3PM" signage at Adelaide Street Reserve, St Marys.
- f. Aldington Road, Kemps Creek - Dexus 113-127 Aldington Road Industrial Subdivision Signage and Line Marking.
- g. High Street, Penrith - Signage and Line Marking Plan for 342-346 High Street, Penrith.
- h. Stafford Street, Kingswood – No Stopping signage installations.
- i. Hortyard Drive, Caddens – No Stopping signage relocation.
- j. Cranebrook Road, Cranebrook - Removal of Existing 'No Stopping' Signage and installation of parking bays at Cranebrook Park.
- k. Derby Street, Penrith - Bus Zone Signage at bus stop on Derby Street at Warwick Street.
- l. Coorlong Place, St Marys - Installation of Part Time "No Parking" Signage and Associated "No Stopping" and "No Parking" Signage.
- m. Barlow Street, Cambridge Park – Installation of No Parking signage.
- n. Allen Place Car Park, Penrith – Installation of Loading Zone signage.
- o. Queen Street, St Marys - Construction of Raised Pedestrian Crossing from Traffic Facilities Prioritisation Program (TFPP).
- p. Mamre Road, Kemps Creek - Yirrbanna East Signage and Line Marking at 754-786 Mamre Road.
- q. Monfarville Street, St Marys - Installation and Relocation of 'No Stopping' and 'No Parking' Signs.
- r. 2026 Ironman 70.3 Western Sydney event - Traffic Management Plan (TMP) submitted for the annual ironman event to be held on May 3, 2026.
- s. 2026 AAGPS Head of the River - Traffic Management Plan (TMP) for the annual Head of the River event on March 21, 2026.
- t. 2026 Penrith RSL Anzac Day - Traffic Management Plan (TMP) submitted for the annual Anzac Day March and Dawn Service on April 19 and 25, 2026.
- u. Orchard Hills North Subdivision Stage 3 - Signage and Line Marking Plan Orchard Hills North Stage 3.

GENERAL BUSINESS

GB 1 Glenmore Parkway and Surveyors Creek Road, Glenmore Park

Joshua Hull – Head of Engineering Services (Chair) raised a matter submitted by Councillor Sue Day on behalf of a resident regarding ongoing reports of speeding along Glenmore Parkway and Surveyors Creek Road, Glenmore Park.

Joshua Hull advised that this issue has previously been raised with Council. Council officers have undertaken regular monitoring of vehicle speeds in the area and implemented traffic calming measures to assist in managing vehicle speeds. However, it was noted that the matter is predominantly an enforcement issue.

As Sergeant Stephen Page was unable to attend the meeting, the issue will be raised directly with the Nepean Police Area Command (PAC).

RECOMMENDED

That:

1. Council officers write to Nepean Police Area Command seeking additional patrols and enforcement activity on Glenmore Parkway and Surveyors Creek Road.
2. Councillor Sue Day and the resident be advised of the outcome.

GB 2 Intersection of The Northern Road and Stafford Street, Kingswood

Mark Rusev (Representative for the Member for Badgerys Creek) raised a matter on behalf of a constituent regarding reported crashes and road safety concerns at the intersection of The Northern Road and Stafford Street, Kingswood.

Joshua Hull advised that The Northern Road is a State Road under the care and control of Transport for NSW (TfNSW), and that TfNSW were investigating upgrade works at this location.

Siva Balasubramaniam - TfNSW advised that formal representation should be made to the Minister's Office in relation to this matter so that a response can be provided.

RECOMMENDED

That the information be noted.

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

RECOMMENDATION

That the recommendations contained in the Report and Recommendations of the Local Transport Forum (Formerly Known As Local Traffic Committee) held on 13 April, 2026 be adopted.

DELIVERY PROGRAM REPORTS

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STRATEGIC DIRECTION 4 - PROVIDE FOR OUR LIFESTYLE		
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7	<u>Public Exhibition of Integrated Planning and Reporting Documents</u>	47
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STRATEGIC DIRECTION 1 - NURTURE OUR ENVIRONMENT

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1 Acceptance of Grant Funding Offer - 2025/26 NSW Floodplain Management Program and 2025/26 Flood Recovery and Resilience Program

Compiled by: Mylvaganam Senthilvasan, Floodplain Engineering Coordinator

Authorised by: Joshua Hull, Head of Engineering Services
 Andrew Jackson, Director Planning and Regulatory Services

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

Executive Summary

This report seeks Council’s consideration of grant funding offers for four floodplain management initiatives. It recommends that Council accept total grant funding of \$892,000, comprising \$392,000 from the NSW Government under the 2025/26 Floodplain Management Program (FMP) and \$500,000 from the Australian Government under the 2025/26 Flood Recovery and Resilience Program (FRR).

The funding will support the development of a Floodplain Risk Management Study and Plan for the Cranebrook Catchment and a review of climate change impacts on flooding across the Penrith Local Government Area, as well as two detailed investigation and design projects for flood mitigation measures.

The funding offer is significant and further strengthens Council’s ongoing, comprehensive floodplain management program.

Background

The NSW Government’s Flood Prone Land Policy states that the management of flood prone land is primarily the responsibility of local councils. To facilitate this, the State Government has published the Flood Risk Management Manual (June 2023) to provide guidance to councils in the implementation of the Policy. The State Government also provides financial assistance and technical support to local councils for managing their floodplains.

The development of Floodplain Risk Management Studies and Plans for identified catchment areas within the Penrith Local Government Area (LGA) are required to meet Council’s obligations under the Policy. To effectively manage the multitude of studies across the LGA, catchment areas have been prioritised to undertake studies and to develop floodplain risk management plans.

Over the last eleven years Council has completed and adopted eleven (11) flood studies covering most urban areas and the majority of rural areas within the LGA. In addition to this, six (6) floodplain risk management plans have been completed and adopted, and one more completed and endorsed by Council for public exhibition. The potential flood mitigation measures recommended in these management plans are then listed for consideration, and for application of future grant funds for the investigation, design and implementation of projects on a priority basis.

In April 2025, the NSW Government invited grant funding applications to be considered under the 2025/26 NSW Floodplain Management Program and 2025/26 Flood Recovery and Resilience Program. Council submitted four (4) applications for the following projects:

- a) Cranebrook Catchment Floodplain Risk Management Study and Plan
- b) Review of Flood Risk Management Plans and Climate Change Impacts
- c) Penrith CBD Flood Mitigation Works – Investigation and Detailed Design
- d) Oxley Park Basin Upgrade – Investigation and Detailed Design

Current Situation

The NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW) has advised Council that all four applications submitted have been approved for funding, as detailed in Table 1 below.

The funding offers are based on a \$2 (Federal/State): \$1 (Council) funding ratio. One of the conditions of the funding offers is that projects must be completed prior to the project completion dates listed in Table 1. These completion dates are considered reasonable and achievable based on Council’s capacity to deliver.

Table 1: Grant Funding Offers

No.	Project Description	Estimated Project Cost (\$)	Grant Funding Offer (\$)	Council Contribution Required (\$)	Funding Program	Project Completion Dates
1.	Cranebrook Catchment Floodplain Risk Management Study and Plan	363,000	242,000	121,000	2025/26 FMP	2/04/2029
2.	Review of Flood Risk Management Plans and Climate Change Impacts	225,000	150,000	75,000	2025/26 FMP	30/11/2028
3.	Penrith CBD Flood Mitigation Works – Investigation and detailed Design,	378,000	252,000	126,000	2025/26 FRR	30/06/2028
4.	Oxley Park Basin Upgrade - Investigation and Detail Design	372,000	248,000	124,000	2025/26 FRR	30/06/2028
	TOTAL	1,338,000	892,000	446,000		

Financial Implications

Acceptance of the grant funding outlined in this report requires Council to provide matching funds at a ratio of \$2 (Federal/State): \$1 (Council). Matching funds for these projects are available within the budget allocations for Floodplain Risk Management Studies and Plans which is funded from the Stormwater Management Service Charge.

Risk Implications

Acceptance of the grant funding will help Council to undertake four flood management initiatives, and that in part to meet our obligations under the NSW Flood Risk Management Manual, June 2023 and good faith provisions under the Local Government Act.

Conclusion

The Australian Government and NSW Government have offered a total of \$892,000 for four floodplain management initiatives. These projects will continue to deliver upon Council's Floodplain Management Program and works towards ensuring we provide sound floodplain management across our various catchments.

For accepting the grant funding offers, and to commence the procurement process, the grant funding agreements must be signed and returned to Department of Climate Change Energy, the Environment and Water by 8 May 2026.

RECOMMENDATION

That:

1. The information contained in the report on Acceptance of Grant Funding Offer - 2025/26 NSW Floodplain Management Program and 2025/26 Flood Recovery and Resilience Program be received.
2. Council accept the grant funding offers from the Australian Government and NSW Government for the following projects:
 - a. Cranebrook Catchment Floodplain Risk Management Study and Plan – \$242,000
 - b. Review of Flood Risk Management Plans and Climate Change Impacts, - \$150,000
 - c. Penrith CBD Flood Mitigation Works – Investigation and detailed Design - \$252,000
 - d. Oxley Park Basin Upgrade - Investigation and Detail Design - \$248,000
3. Council write to Local Members and the Department of Climate Change Energy, the Environment and Water, expressing appreciation of their continued support and funding towards Council's Floodplain Management programs.

**ATTACHMENTS/APPENDICES**

There are no attachments for this report.

2 Purple Roadside Markers

Compiled by: Linda Ross, Head of City Presentation
 Michael Middleton, Acting Head of Environmental Health and Compliance

Authorised by: Andrew Jackson, Director Planning and Regulatory Services
 Adam Wilkinson, Director Asset Services

Outcome	<i>Nurture our environment</i>
Strategy	<i>Enhance natural spaces and protect environmental quality</i>
Principal Activity	<i>Improve our biodiversity and safeguard the natural environment</i>

Executive Summary

The legislative framework for protecting native vegetation in New South Wales is primarily established under the *Biodiversity Conservation Act, 2016* (BC Act) and the *Local Land Services Act, 2013*. These Acts form the core of the NSW land management framework and regulate the clearing of native vegetation, protect threatened species and ecological communities and impose obligations on land managers, including local councils, to avoid harm to biodiversity.

The framework establishes a risk-based regulatory system that prohibits harm to threatened species, protected plants and animals, and their habitat. These obligations apply equally to private landowners, corporations and public authorities. Significant penalties apply under the BC Act for offenders including corporations and individuals. There is precedent for councils being prosecuted for the inappropriate impact on protected biodiversity.

Council’s Roadside Vegetation Management Plan (RVMP) was developed to support compliance with this legislative framework and guide the management of roadside vegetation. To support the implementation of Council’s RVMP, Council installed purple roadside vegetation markers to identify areas containing high conservation value vegetation and threatened species habitat. The markers themselves are a visual indicator and do not restrict what can be undertaken in the road verge, it is the legislation that creates that restriction.

The purple roadside vegetation markers assist our operational staff and contractors to avoid inadvertent damage to protected biodiversity during routine roadside maintenance. The markers also guide private property owners on how they can engage with Council in the appropriate management of the verge immediately adjacent to their property should they choose to.

Purple vegetation markers are also used in Council’s Parks, Reserves and Open Space with a similar methodology towards their placement. This implementation is ongoing as not all Council Parks, Reserves and Open Space have been assessed. Additionally, other councils and state government authorities e.g. Transport for NSW have deployed roadside vegetation information signage across NSW.

Background

Roadside corridors in NSW contain significant remnant native vegetation and often provide critical habitat for threatened species and ecological communities. Councils have ongoing management responsibility for a broad network of road reserves, making roadside vegetation management a key biodiversity governance issue.

Councils must balance road safety, community safety, asset maintenance and biodiversity conservation when undertaking roadside vegetation works.

At the Ordinary meeting of Council on 24 July 2017, Council resolved to accept a \$50,000 Roadside Environmental Grant from the NSW Environmental Trust. This funding enabled the development of the RVMP, including the ecological assessment and mapping of roadside reserves across the LGA. The RVMP assists Council in meeting its statutory obligations in relation to the management of threatened vegetation species.

Council's approach to roadside vegetation management is governed by its RVMP and our routine maintenance scheduling. The RVMP establishes the operational framework for managing roadside vegetation across the local government area while balancing biodiversity protection, road safety and infrastructure maintenance. The RVMP subsequently became the guiding framework for roadside vegetation management within Council's Integrated Planning and Reporting framework.

To support its implementation, purple roadside vegetation markers were introduced in September 2021 to identify areas of high or medium conservation value and locations where threatened species are present. These markers inform maintenance activities, such as roadside mowing and are installed only after on-ground vegetation assessments by Council staff.

The purple roadside vegetation markers do not prohibit vegetation management or access to the verge. Rather, they indicate that works must be undertaken in accordance with the Act.

The RVMP is an operational document, not a formal Council policy, that assists in the day-to-day activities for the management of roadside vegetation. In 2021, Council won the Local Government NSW's Roadside Environmental Management Award for Division "C" Councils for the RVMP project.

Current Situation

The placement of purple roadside vegetation markers is informed by ecological assessment and mapping undertaken during preparation of the RVMP. These assessments identified roadside areas containing high-conservation-value vegetation, threatened flora or fauna habitat and remnant native vegetation communities.

The purple roadside vegetation markers function as a risk management control, alerting the community, Council staff and contractors to environmentally sensitive areas before works are undertaken. This assists our community and Council in preventing inadvertent breaches of biodiversity legislation during routine activities such as mowing, grading or general maintenance.

The presence of purple roadside vegetation markers does not prevent vegetation management practices required for road safety, bushfire management, wildlife encounters or infrastructure works. Where works are needed, they are undertaken using appropriate environmental controls in accordance with the RVMP and legislative requirements. Any perceived absence of maintenance generally reflects routine scheduling priorities rather than restrictions by the markers. Council has prepared a FAQ document which is available on its website that responds to the risks and what residents should do if they have concerns.

Native vegetation corridors provide important habitat for wildlife, including species of snakes which are often cited as reasons for vegetation removal. However, snakes occur across urban, rural and highly modified environments and are not confined to vegetated areas. They generally avoid human activity and typically pose a risk only when disturbed.

Maintaining vegetation corridors supports broader ecological balance, while removal of native vegetation does not eliminate snake presence, it may instead displace wildlife into other areas. Targeted management, community education and awareness measures are generally more effective and proportionate responses than broad vegetation clearing.

In rural areas, roadside reserves are typically not designed as formal pedestrian paths. The installation of purple roadside vegetation markers does not remove pedestrian access or restrict the use of the roadway. Concerns have been raised in relation to overgrown road shoulders in relation to the purple roadside vegetation marker project. Road pavements and shoulders continue to be maintained as part of normal programs, with the purple roadside vegetation markers providing protection to vegetation beyond the maintained shoulder.

The purple roadside vegetation markers are recognised as operationally useful by relevant agencies. Ongoing consultation with the NSW Rural Fire Service (RFS) confirms that the markers do not restrict vegetation management for bushfire mitigation or emergency access, nor do they limit the RFS's ability to manage bushfire risk. The RFS has also acknowledged its obligation to comply with state biodiversity legislation and has indicated support for the markers as a tool for identifying significant roadside vegetation.

Council and the RFS continue to work collaboratively, with bushfire risk assessments undertaken by the RFS where requested. Any recommended mitigation measures are implemented through established maintenance programs, including adjustments to maintenance intensity or frequency where required. To date, no road verges have required inclusion in mowing programs, with only some rural fire trails added across the LGA.

Upon request, Council Officers have undertaken site inspections with residents where concerns are raised. Where a genuine safety risk is identified, maintenance can be scheduled within those areas by appropriately qualified environmental professionals. Noting concerns are sometimes raised regarding snakes, bushfire risk, pedestrian access and emergency access, these issues generally reflect risk perception rather than evidence-based risk and are also often the result of Council's maintenance schedule and not the presence of the purple roadside vegetation markers. Council staff have met several residents on site since the deployment of the purple roadside vegetation markers and have been able to resolve all community concerns with whom they have met. Residents are encouraged to contact Council directly where clarification or assistance is required.

Vegetation management close to powerlines is the responsibility of the energy provider and they have their own due diligence and risk management processes which determine their ability to remove vegetation where it is protected under legislation. They manage vegetation over a cycle period to keep trees a safe distance from powerlines.

There is no general exemption from the BC Act for councils undertaking roadside maintenance or private landowners clearing native vegetation.

Routine roadside activities are typically delivered under Part 5 of the *Environmental Planning and Assessment Act, 1979*. While development consent is not required, Council must undertake environmental assessment and consider impacts on threatened species and ecological communities. Where impacts are significant, further biodiversity assessment, approvals or offsets may be required. In practice, routine works proceed where there are no impacts, not under an exemption.

The framework is similar for private landowners. Activities such as native vegetation clearing or clearing works in sensitive areas with potential biodiversity impacts must not proceed without approval and trigger assessment and approval pathways, which may include biodiversity offsets or licensing.

Council's vegetation permit application process does provide some exemptions for works related to tree removal and pruning, but these do not override the BC Act and any activity with biodiversity impact remains subject to state legislation. The full list of exemptions is on Council's website. Vegetation permit exemptions remove the need for Council approval however they do not remove the legal obligation to protect biodiversity.

The following information is provided in response to the motion resolved at the Ordinary Council Meeting of 23 February 2026:

- What is the adopted policy of Council in relation to the placing of purple markers on the road verge in the rural areas?

Markers are installed on a merit-based basis, guided by the RVMP and supported by a site-specific Review of Environmental Factors (REF) assessment.

- When was this policy (assuming there is one) adopted by Council?

The RVMP was prepared in 2019-20 and the practice of installing purple poles began in 2021.

- Provide a copy of the resolution of Council regarding the adoption of the policy?

The RVMP is an operational document and therefore was not subject to Council adoption.

- What, if any, risk assessments are made before the purple markers are put in place?

Risk consultation with stakeholders was undertaken at the commencement of the purple roadside vegetation marker project and the advice received during this consultation is considered throughout every REF assessment.

- What, if any, is the liability that may attach to Council given the placement of markers effectively prevents pedestrian access and can and does result in pedestrians walking on the road?

In rural areas, roadside reserves are typically not designed as formal pedestrian paths. The installation of purple roadside vegetation markers does not remove pedestrian access or require pedestrians to walk on the roadway. At times routine roadside maintenance cycles may result in vegetation encroachment within the road shoulder and in these circumstances some pedestrians may choose to walk on the road.

- What are the requirements to maintain vegetation directly underneath powerlines?

Vegetation management near powerlines is the responsibility of the relevant energy provider. They apply their own due diligence and risk management processes to determine where vegetation can be removed, including where it is protected under legislation, and undertake works on a programmed cycle to maintain safe clearance distances from powerlines.

Financial Implications

There are no financial implications associated with this report.

Conclusion

Council's RVMP provides the framework for managing roadside vegetation in a manner that balances biodiversity protection, road and community safety and operational requirements. The installation of purple roadside vegetation markers is an operational tool used to identify environmentally sensitive areas and guide maintenance activities to ensure compliance with NSW biodiversity legislation.

Operational concerns about these potential risks are legitimate operational considerations, but they do not negate the need to protect native vegetation or comply with biodiversity legislation. Any perceived absence of maintenance generally reflects routine scheduling priorities rather than restrictions by the markers.

Vegetation management can continue to support road and community safety, emergency access, bushfire mitigation, wildlife response and infrastructure delivery, with works undertaken in a planned and risk-based manner consistent with legislative requirements.

RECOMMENDATION

That the information contained in the report on Purple Roadside Markers be received.



ATTACHMENTS/APPENDICES

1. Roadside Vegetation FAQ 2022 2 Pages Appendix



FAQ FOR ROADSIDE VEGETATION MARKERS

WHAT IS THE ROADSIDE VEGETATION MANAGEMENT PLAN (RVMP)?

The Roadside Vegetation Management Plan (RVMP) is a document detailing general guidelines for the management of vegetation within roadside verges in rural and peri-urban areas of the Penrith Local Government Area (LGA).

Proposed roadside activities occurring along these roadsides have been examined individually to ensure that each roadside will achieve best management practice. This may entail detailed assessments for each roadside to protect existing vegetation and to ensure appropriate regeneration actions.

The purpose of the RVMP is to promote good management of roadside vegetation in accordance with the vision of protecting threatened biodiversity including species and vegetation communities.

The RVMP defines the strategic framework and management principles which will guide Council's actions within road reserves to promote good management of roadside vegetation for the Penrith LGA, whilst ensuring that road safety is maintained.

WHAT IS ROADSIDE VEGETATION?

Roadside vegetation refers to vegetation situated with the road reserve. The road reserve is the public land situated between the private property boundary and the road seal.

Roadside vegetation is a prominent part of the landscape and provide public amenity and aesthetic value. Well-structured native vegetation with trees and shrubs provides shelter from road noise, dust and prevailing winds and shade for residents and others using the roadside environment.

Roadside reserves contain valuable environmental assets that provide habitat for native flora and fauna and amenity to local communities. As a result, the need to manage roadside reserves for environmental objectives and recognise the ecological value of these areas across the LGA rather than exclusively for their utility as transport corridors has emerged.

WHAT IS A "THREATENED SPECIES"?

"Threatened" means that the species is under threat to such an extent that it is vulnerable to extinction in the near future. Legislation is in place to protect threatened species. If the risk is high, the species are listed in legislation and conservation actions are developed for their protection.

A species may be listed under the NSW Biodiversity Conservation Act 2016 as:

- vulnerable
- endangered
- critically endangered, or
- presumed extinct.

WHAT IS A "THREATENED VEGETATION COMMUNITY"?

A vegetation community can be at risk of extinction. This can occur because of a significant reduction in its distribution across regions or a decline in ecological function. Approximately 90% of the vegetation remaining in Penrith is considered to be threatened under state or federal legislation. Many of these vegetation communities are considered to provide vital habitat for threatened and vulnerable fauna species.

WHAT IS HIGH CONSERVATION VALUE (HCV)?

HCV vegetation is a patch of bushland/ vegetation that has been graded against a government endorsed matrix to determine its inherent conservation value. Contributing factors that determine conservation value can include biological, ecological, social or cultural values. This can also include endemic species, threatened species, sacred sites and natural features of a habitat. The more degraded the area is, the lower it will score on a conservation value matrix.

WHO OWNS THE ROAD VERGE/ NATURE STRIP?

Council owns the road verge/ nature strip out the front of private property between the property boundary and the roadway.

WHOSE RESPONSIBILITY IS IT TO MAINTAIN THE ROAD VERGE/ NATURE STRIP?

Generally, residents and property owners are encouraged to regularly maintain nature strips to keep them neat and tidy. However, if you have been informed or a purple roadside marker has been placed out the front of your property, residents must cease maintaining their road verge to ensure compliance and protection of threatened vegetation. This includes activities such as mowing, hand weeding, and pesticide application.

For more information go to penrith.city/roadsidevegetation



WHAT DOES THE ROADSIDE MARKER LOOK LIKE?

Exactly the same dimensions as a white guidepost used for roadway delineation.

CAN RESIDENTS REMOVE/ MOVE A ROADSIDE MARKER?

Please do not remove or relocate roadside markers. If you have safety concerns with the location of roadside markers, please contact Council on 4732 7777 and an inspection will be scheduled by trained personnel.

CAN RESIDENTS MAINTAIN/MOW IN BETWEEN THE ROADSIDE MARKERS?

Please be advised that appropriately trained Council staff are rostered to mow grass in designated areas alongside roadside reserves. Unauthorised mowing can damage protected vegetation and result in the loss of threatened species populations and stifle their ability to grow.

Roadside verges that contain HCV have been identified and mapped by State Government as having high biodiversity value and are protected from impacts to native vegetation.

If residents are continuing to mow vegetation, which includes vegetation within Biodiversity Value Mapped areas, penalties under the State Government Biodiversity Conservation Act 2016 may also apply. In addition, any persons breaching sign posted prohibited activities may receive penalties under the Local Government Act 1993.

BUSHFIRE RISK

Council recognises that managing native vegetation responsibilities and risks associated with bushfire is extremely important.

The Rural Fires Act 1997 is taken into consideration when considering the management of native vegetation. Where Council receives advice from the Rural Fire Services that any area poses a bushfire risk, this will be considered as part of the long-term management of the vegetation.

It should be noted that the presence of the purple marker doesn't mean that the vegetation will be left to grow uncontrolled. The marker means that the management of these areas require different control measures and operational requirements than other areas.

Should you believe that the vegetation on the road reserve poses a bushfire risk, we recommend that you contact your local Rural Fire brigade to have them undertake an assessment.

PROPERTY VALUE

Council is required to comply with the legislative requirements relating to biodiversity, including vegetation in the road reserve.

Penrith Council's management strategies are consistent with what other councils across NSW are implementing and is in line with LGNSW recommendations. Council is not aware of any evidence within Penrith or other council areas that managing native vegetation on roadside reserves has a negative impact on property values.

Should you believe that the vegetation on the road reserve has a negative impact on your property value, we recommend that you write to Council providing proof of your property being devalued so this can be considered by the appropriate department at Council.

WHAT SHOULD RESIDENTS DO IF THEY ARE CONCERNED ABOUT THE POSITIONING OF THE MARKERS AND MAINTENANCE TO BE UNDERTAKEN IN BETWEEN MARKERS?

Contact Council on 4732 7777 and request to speak to the Bushland Management Coordinator. A site inspection may be conducted with the resident to discuss further. Council can implement maintenance schedules in the HCV areas if deemed there is a significant safety concern or risk to the community. This work will be undertaken by environmental professionals.

WHERE CAN I GET MORE INFORMATION ON THREATENED VEGETATION AND THREATENED SPECIES?

Please visit penrith.city/roadsidevegetation

WHERE CAN I GET MORE INFORMATION ON ROADSIDE VEGETATION AND ROADSIDE MARKERS?

Please visit penrith.city/roadsidevegetation

STRATEGIC DIRECTION 4 - PROVIDE FOR OUR LIFESTYLE

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3 Penrith CBD Multi-Deck Car Park - Strategic Business Case

Compiled by: Lalaine Malaluan, Senior Transport Engineer
 Joshua Hull, Head of Engineering Services

Authorised by: Andrew Jackson, Director Planning and Regulatory Services

Outcome	<i>Provide for our lifestyle</i>
Strategy	<i>Facilitate easy travel through well-planned and high-quality infrastructure and networks</i>
Principal Activity	<i>Strategically plan and manage current and future traffic flow, active transport provision and parking of the City</i>

Executive Summary

Council has developed a Strategic Business Case (SBC) to determine a preferred site for a new standalone multi-deck car park in the Penrith CBD. The SBC evaluates two site options being Union Road (Option 1) and Judges Place (Option 2) based on strategic alignment, urban design (including compliance with current planning controls), traffic impacts, and financial modelling. The SBC has looked at the feasibility of both paid parking and non-paid parking options for the decked car park.

The SBC modelling has considered current planning controls to determine the potential maximum capacity of a new facility on each site. The concept designs are based on an expected yield capacity of 934 total parking spaces for Union Road (722 net additional) and 1,413 parking spaces for Judges Place (847 net additional).

Financial modelling shows all options have a negative Net Present Value (NPV) position based on overall construction costs, ongoing maintenance/operational costs and potential revenue from paid parking. Overall, both sites perform similarly on a rate per new car space with Judges Place (Option 2) providing the largest increase in parking. As such, Judges Place (Option 2) is the preferred unconstrained site. This, however, does not consider Council’s financial capacity to deliver either of the options.

Updated financial analysis indicates that relevant cash reserves and borrowing capacity would provide a maximum of \$102.7M to allocate towards a multi-deck car park. This amount would not be sufficient to deliver the unconstrained Judges Place with paid parking (\$149.4M). The maximum amount would however be sufficient to meet the cost of the unconstrained Union Road with paid parking (Option 1b).

In preparation for entering the next stage of the project, Council is investigating the possibility of engaging NSW Public Works, under an arrangement similar to the Indoor Multi-Sport Arena, to perform contract management functions during the detailed design, planning approval, contract award and construction.

It is recommended that Council proceed to detailed design development for the Union Road site (Option 1). As part of this work, a program for the design, construction and commencement of the multi-deck car park will be provided to Councillors. In addition, consistent with the Penrith CBD Parking Implementation Plan 2025-2030, a Paid Parking Investigation for the broader Penrith CBD will be undertaken that will inform the paid parking solution for the multi-deck car park. This will assist the financial viability of the project.

Background

The delivery of additional car parking for the Penrith CBD through an efficient and consolidated framework has been a long-held aspiration of Council. Current forecasts indicate that Council will need to increase parking supply in the CBD within the next 3-4 years. Council started collecting funding to finance a loan for a new decked car park facility through a Special Rate Variation (SRV) that commenced in financial year 2016/17.

It is important to note that the 2016/17 SRV was not to provide the full capital to construct a car park. The SRV is to meet part of the cost of financing a loan that would be required to supplement financial reserves to construct a new car park.

Over the past decade there has been a plan from Council to deliver a new decked carpark for the Penrith CBD. In recent years, a detailed investigation was undertaken and business case prepared for a mixed-use facility at Soper Place. In May 2023, Council resolved not to proceed with the project and that further investigations and discussions be undertaken for a standalone decked car parking facility.

Council officers have continued to monitor parking conditions within the Penrith CBD. Whilst the current conditions are considered satisfactory and there are means by which to manage parking supply/demand in the short-term, there is a clear need to increase parking supply into the future in line with growth.

Current Situation

Council has now developed a Strategic Business Case (SBC) to identify the most suitable location and scale of a standalone multi-deck car park facility in the Penrith CBD.

The first phase of the SBC (Tranche A) involved a site selection process to determine the most suitable location for the new decked car park based on three strategic sites – Union Road, Judges Place and Soper Place. A multi-criteria analysis was developed in consultation with key internal stakeholders to inform the assessment process.

The results of Tranche A work found that the Soper Place was ranked No. 3 by a distinct margin based on several limiting site characteristics, whilst Judges Place and Union Road were closely ranked No. 1 and 2 respectively with comparative scoring.

The second phase of the SBC (Tranche B) involved concept design development and feasibility testing to determine the potential bulk and scale of a decked car parking facility on the preferred site/s. Based on the findings of Tranche A work, both the Union Road and Judges Place sites were analysed in Tranche B.

The Tranche B work considered the unconstrained potential of the Union Road and Judges Place sites (i.e. the maximum parking yield achievable based on site layout, constraints and current planning controls). Whilst Judges Place scored higher based on the unconstrained assessment, Judges Place resulted in a significantly less favourable NPV position due to the cost of replacing the existing decked car park.

Parking Yield

One of the strategic objectives of the SBC was to provide up to 1,500 new public car parking spaces in addition to replacement of any existing public car parking spaces. This aspirational target is based on the ultimate zoned development potential of the CBD (excluding the current CBD flooding cap under the Adaptive Management Framework) and associated parking demand forecasts.

The concept designs for both sites are based on a scale of facility that could be accommodated within existing planning control requirements, mainly driven by FSR and height requirements.

Judges Place offers a higher number of new car spaces with 1,413 achievable under current planning requirements, equating to 847 net additional. This is compared to an expected yield capacity of 934 total parking spaces for Union Road (722 net additional).

Locality and Competition

Both Union Road and Judges Place sites provide close proximity to Penrith's commercial core, enhancing accessibility and convenience for workers and visitors. Both sites are ideally located on the periphery of the CBD and are highly adaptable to any future master planning opportunities in the Penrith City Centre.

Whilst both sites are geographically well positioned, Union Road does present greater competition with Westfield Penrith given its closer proximity to the shopping centre. Westfield paid parking and availability of free public parking for Westfield staff has the potential to contend with the parking supply of any new facility.

Setback Requirements

It is noted that specific building setback requirements have not been included within the concept designs which would need to be further considered at detailed design stage as per the DCP and this may impact the achievable yield.

It is expected that the Union Road site may need to incorporate a landscape setback along its southern boundary as part of any detailed analysis and design due to its interface with existing residential development. This has the potential to decrease available parking yield for Union by narrowing up the available site width.

Residual Land Opportunity Foregone

The Union Road site is physically constrained by a vehicle ramp at the eastern end of the site. The proposed concept design positions the proposed multi-deck car park towards the centre of the site and utilises the FSR potential of the eastern portion of the site to achieve a planning compliant design. This means that the potential development opportunities for the eastern portion of the site (representing an opportunity cost of \$3.2M) are foregone in the short term until planning controls are increased or the site is rezoned in the future.

Flooding

Both sites are outside the 100-year mainstream flood extent, although Union Road is marginally impacted by the 200-year flood extent. Council is yet to receive any clear direction from the State Government in terms of potential increase to flood planning levels. This has the potential to impact development down the western end of the City Centre should flood planning levels ever increase (including consideration of climate change). A decked car park facility is unlikely to be impacted by any increase to flood planning levels being a non-habitable structure.

Financial Implications

The financial modelling results show that all options have negative NPVs due to the limited revenue assumptions currently available (i.e. paid parking) and significant upfront capital costs. The overall NPV cashflow results are presented in the table below.

These figures include estimated costs for the provision of ICT systems needed to support any contemporary car park facility, subject to detailed design requirements.

Table 32: Project case NPV cashflow results ('000)

Item	Option 1a: Union Road – Free	Option 1b: Union Road – Paid	Option 2a: Judges Place – Free	Option 2b: Judges Place – Paid
Revenue	-	14,339	-	20,253
Construction costs	(85,564)	(85,564)	(133,342)	(133,342)
Maintenance costs	(1,404)	(1,404)	(2,124)	(2,124)
Interest paid	(25,696)	(25,696)	(46,180)	(46,180)
Terminal value	7,688	7,688	11,981	11,981
Total cashflows	(104,976)	(90,636)	(169,664)	(149,411)

Union Road results in the lowest NPV cost, noting that the figures for Judges Place include demolition of the existing decked car park structure on the site at an estimated cost of \$5.1M. The below tables show that there is a difference of \$3,500 on a rate per car space for the total development cost (i.e. capital works only), and an \$8,000 to \$9,000 difference on an average NPV per car space.

Table 34: Average NPV per car space and additional space ('000)

Item	Option 1a: Union Road – Free	Option 1b: Union Road – Paid	Option 2a: Judges Place – Free	Option 2b: Judges Place – Paid
Average NPV/ space	(112)	(97)	(120)	(106)
Yield	934	934	1,413	1,413

Table 24: Capital work cost summary (\$2029) Source: MBM 2025

Item	Option 1A and 1B - Union Road	Option 2A and 2B – Judges Place
Total development cost (\$/sqm)	\$3,310	\$3,510
Total development cost (\$/ car space)	\$117,335	\$120,866

Paid parking improves financial viability and can support future maintenance. Sensitivity analysis shows improved outcomes with higher occupancy and parking fees as outlined in the table below. A daily rate of \$4 was used as the base assumption for the financial modelling and sits at the lower end of the scale; increasing this to \$10 at the higher end has the potential to further improve the total cashflows by up to \$21.5M for Union Road and \$30.3M for Judges Place. The paid parking assumptions would be subject to further consideration and analysis as part of any detailed design work.

Table 38: Sensitivity 3 & 4 daily rate sensitivity - total cashflow NPV ('000)

Item	Option 1b: Union Road – Paid	Option 2b: Judges Place – Paid
Project case \$4 daily rate	(90,636)	(149,411)
Sensitivity 3 \$7 daily rate	(79,882)	(134,221)
Sensitivity 4 \$10 daily rate	(69,128)	(119,031)

It is also important to note that the existing Judges Place decked car park has an estimated 16 years of useful life remaining in Council's asset register with an estimated replacement cost of \$32.6M NPV (based on a pro rata estimate). This liability has not been incorporated into the NPV costs for a new facility presented in the above tables. If Union Road was developed first, then Council would need to cover ongoing maintenance costs for the existing Judges Place car park and eventually replace the asset in year 16.

Based on recent calculations, a total of \$44.0M would be available, which includes funding from the SRV and other existing funding reserves, including unexpended loan funds (\$8.1M) drawn down in 2022 for a previous proposal at the Soper Place site for which the SRV is already funding debt servicing with a maturity date of 2042. In addition, the financial results indicate a loan borrowing capacity of \$58.7M, equating to a total funding amount of \$102.7M available to deliver the multi-deck car park (see detailed breakdown at Appendix 1) and total loan borrowings for this project being \$66.8M.

Given the current economic conditions, officers have been conservative with the assumed interest rate for this modelling. While the Treasury Corp 20 year rate is currently at 6.5%, officers have assumed 7.0% in the modelling.

Risk Implications

Delivering a new multi-deck car park in the Penrith CBD carries several risk considerations that must be managed to ensure project success. The most significant risk relates to financial viability, as all options modelled present a negative Net present Value and require substantial borrowings to supplement existing funding reserves.

The financial sensitivities provide critical insight to the findings of the SBC, however they should not be considered in isolation. The key project objectives must be weighed alongside financial considerations in determining a preferred site for a new multi-deck car park.

Failing to deliver a new multi-deck car park in the Penrith CBD also poses significant risks to the city's long-term functionality and growth. Without additional parking supply, the CBD will face increasing pressure from growing demand. Continued reliance on surface-level parking is not suitable and will constrain opportunities for integrated urban development in the future.

Conclusion

The findings of the SBC indicate that both Union Road (Option 1) and Judges Place (Option 2) scored well in terms of meeting the project objectives. Judges Place resulted in a significantly less favourable NPV position due to the cost of replacing the existing decked car park.

Whilst Judges Place scored higher based on the unconstrained assessment criteria (i.e. maximum parking yield, location, site constraints and future planning considerations), Council's financial capacity is only capable of delivering the cost of the unconstrained Union Road with paid parking (Option 1b).

It is therefore recommended that Council proceed with development of further project stages for the decked car park project on the Union Road site (Option 1). The next stages of the project would develop more detailed design, refined scope of works and detailed financial modelling, including a Paid Parking Investigation for the broader Penrith CBD to inform the paid parking solution for the multi-deck car park.

RECOMMENDATION

That:

1. The information contained in the report on Penrith CBD Multi-Deck Car Park - Strategic Business Case be received.
2. Council proceed with the Union Road with paid parking option.



ATTACHMENTS/APPENDICES

1. Updated Financial Figures - Multi-Deck Car Park 1 Page Appendix

Multi-Deck Carpark	2030-31 Projection
Existing Funding Sources:	
SRV accumulated balance	20,645,065
Civic Improvement Plan s7.11 - Parking	1,800,000
Stormwater Management Service Charge (drainage component of project only)	1,500,000
Carparking/Traffic Facilities Reserve	12,000,000
Subtotal Existing Funding Sources	35,945,065
add Existing carpark loan unspent^ (soper)	8,070,890
Total Existing Funding Sources	44,015,955
Potential New Loan **	58,775,741
Total available for Multi-Story Carpark	102,791,696

**Based on

Debt Servicing

SRV total for carpark loans debt servicing	2,568,000
Less amount committed to existing carpark borrowings^ (soper)	838,987
add - \$1m p.a. from carpark reserve	1,000,000
add additional transfer from carpark reserve	253,807
add - transfer from Major Projects Reserve	2,500,000
amount available to service new loan	5,482,820
Est Loan Rate	7.00%
Est Loan Term (years)	20

4 PCC2025-325 Cook Park Precinct Upgrade

Compiled by: Mitchell Sammut, Project Lead
Authorised by: Tariq Rasheed, Head of Projects
 Adam Wilkinson, Director Asset Services

Outcome	<i>Provide for our lifestyle</i>
Strategy	<i>Ensure public spaces and facilities are pleasant and fit for diverse needs and uses</i>
Principal Activity	<i>Plan and implement Council's major public space, community, and recreation projects to enhance the City's liveability</i>

Executive Summary

The scope of the Cook Park Precinct Upgrade Project consists of upgrading and enhancing our ageing assets together with the enhancement of existing assets on the main field (field 1). It includes upgrading the existing amenities building, constructing a new connected second amenities building, together with the replacement of the natural turf surface to a synthetic play surface to current standards that will better meet community expectations and enhance user experience.

A tender for Cook Park Precinct Upgrade, St Marys was advertised on 9 December 2025, on the Vendor Panel website. The submissions closed on Friday 20 February 2026 and 6 submissions were received.

Following the procurement process, having regard to all the criteria and scope only, Glascott Landscape and Civil Pty Ltd submitted the tender that most closely met Council's requirements against the assessment criteria. Glascott Landscape and Civil Pty Ltd demonstrated their suitability to undertake the project and were assessed as being the most advantageous overall outcome when compared with other respondents.

Glascott Landscape and Civil Pty Ltd demonstrated that it could deliver the project within Council's approved budget, however, their tender submission includes contract departures when compared to the tender and Council's standard contract terms.

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

This report recommends declining to accept all tenders received for PCC2025-325 Cook Park Precinct Upgrade and that Penrith City Council's General Manager or delegate/s be authorised to negotiate with Glascott Landscape and Civil Pty Ltd. It seeks that the General Manager be granted delegated authority to conduct negotiations within the negotiation parameters set out in the confidential business item at tonight's meeting relating to this tender (Confidential Business Item 4) and report back to Council on the outcome. Should a negative outcome within the parameters not be achieved, a report will be presented to a future meeting proposing next steps.

Background

The Cook Park Precinct is identified as a district level facility within Council's Sport & Recreation Strategy and provides for a variety of active and passive recreation needs for residents and visitors. The spaces within the site can accommodate large group activities as well as organised sports and offer opportunities for cultural expression and environmental education. Cook Park is also recognised as the premier football facility within the Penrith LGA. Council has already undertaken elements of upgrades at the Cook Park precinct including additional play space elements to the existing playground and a new carpark for the Bill Ball Oval under separate agreements.

This tender sought suitably qualified head contractors to progress a Design & Construct contract for the delivery of works outlined below.

The current tender required the successful contractor to complete the design documentation to 100% constructable plans and specifications and then complete construction works. The appointed contractor is to be a construction company which then engages and works with suitable subconsultants to deliver the design package. By Council adopting this Design and Construction tender it will assist in managing quality, cost and time.

The project is aimed to deliver:

- Refurbishment of an existing grandstand and amenities building at field 1 to bring the building up to code including repairs and suitable standards, rooms including storerooms, changes rooms, males, female and accessible toilets, adult change, lift installation, activities and media rooms.
- A new double storey amenities building with bridge connection to the refurbished building, rooms including males, female and accessible toilets, changes rooms, medical admin, officials' canteen, activities room and viewing areas.
- Synthetic field to field 1, and associated drainage infrastructure. The field of play meets the certification to the International Federation's synthetic surfaces standards for, Football – FIFA Quality
- Lighting upgrade to field 1
- Pathway and hardstand connections within the fence line of field 1 precinct
- Spectator amenity including seating and shade provision
- Ticket booth entry building to field 1
- Upgraded perimeter fencing around the field 1 precinct
- Fencing around the synthetic field 1
- Emergency vehicle access
- Maintenance and delivery vehicle access in and around the amenity buildings.
- Provision and maintenance of temporary facilities for sporting club being relocated to Jamison Park for the duration of construction.

The project is identified in Council's Sport and Recreation Strategy and funded through a combination of Council's Building Asset Renewal Program, together with funding through the New South Wales Western Sydney Infrastructure Grants Program and Australian Government - Priority Community Infrastructure Program.

Tender Evaluation Panel

The Tender Evaluation Panel consisted of the following Council Officers - Project Supervisor Nicole Barton, Architect Lead Rosemarie Canales, Head of Design Anne Sacco, Community Facilities and Recreation Planner Stephanie Gray and was chaired by Project Lead Mitchell

Sammut. Roseanne Taraia from Council’s Procurement team performed the role of tender administration and probity officer for this tender.

Evaluation Criteria

Contractors for the project were required to submit their tender using the Vendor Panel tendering software, which clearly defined the response required against each of the evaluation criteria.

The quotes received were assessed using the advertised evaluation criteria of:

- Company Profile
- Conformance, Acceptance and Declaration
- Business References
- Completion of Forms Tender Price submitted
- Compliance Statement
- Demonstrated Ability
- Works Method and Program
- Local Business Preference
- Quality Assurance Systems
- Environmental Management Systems
- Work Health and Safety
- Financials

Summary of Tenders Received

A total of six (6) tenders were received by the closing date of the advertised tender and are listed below in price order, excl GST (lowest to highest based).

Company	Lump Sum for Price	Company Address	Owners/Directors
Convil Group Pty Ltd	\$7,894,855.00	4 Vicars Place, Wetherill Park NSW 2164	Naseem Hana
Cranebrook Constructions Pty Ltd	\$12,286,634.00	97 Taylor Road Cranebrook NSW 2749	Phil McNamara Tom McNamara Sue McNamara
Statewide Landscape & Civil Pty Ltd	\$12,850,078.85	26/5-7 Anella Avenue, Castle Hill NSW 2154	Michael Dominello
WEM Civil	\$13,797,626.12	Suite 301, Level 3, 7- 9 Irvine Place, Bella Vista, 2153	Graham Ragg & Michael Ragg
Glascott Landscape	\$15,555,085.78	Level 1, 7-9 Orion Road, Lane Cove	Matthew Glascott

and Civil Pty Ltd		NSW 2066	
Avnir Group Pty Ltd	\$21,077,375.00	403 Glebe Point Road, Glebe, NSW	David Eggington

Evaluation of the Preferred Tender

All 6 tenders were assessed against the assessment criteria to determine the tender submission that, having regard to all the criteria and scope, appears to be the most advantageous to Council. The following provides key information on the outcomes of that assessment.

In consideration of the scale and complexity of the tender, Convil Group Pty Ltd, Cranebrook Constructions Pty Ltd, Statewide Landscape & Civil Pty Ltd and WEM Civil did not adequately demonstrate a through understanding of the project and that they could deliver the works of this scale and complexity, and as such could not be awarded the works.

Glascott Landscape and Civil Pty Ltd were assessed as the highest on capability and demonstrated they had a clear understanding of the project and could deliver the works.

Convil Group Pty Ltd, Cranebrook Constructions Pty Ltd, Statewide Landscape & Civil Pty Ltd and WEM Civil provided a lower submitted tender price than Glascott Landscape and Civil Pty Ltd however, these tenders scored lower overall factoring in price and responses. Specifically, the tenders from Convil Group Pty Ltd, Cranebrook Constructions Pty Ltd, Statewide Landscape & Civil Pty Ltd and WEM Civil scored lower than Glascott Landscape and Civil Pty Ltd in the areas of, Previous Experience, Key Personal and Subcontractors, Construction Methodology and Program.

Glascott Landscape and Civil Pty Ltd proposed through their tender a number of variations to the proposed contract. However, they highlighted several Key Personnel as part of the project team that demonstrated experience in precinct upgrade, amenities construction and playing field upgrades as well as subcontractor and subconsultant management all with significant and supporting relevant qualifications. Glascott Landscape and Civil Pty Ltd provided a comprehensive list of subconsultants to manage the completion of the design and subcontractors to deliver the construction. This list was accompanied by supporting documents to demonstrate the experience and skills of the subconsultants and subcontractors. The panel scored this greater than any other tenderer.

Glascott Landscape and Civil Pty Ltd provided a detailed breakdown of their proposed methodology with reference to design milestones, reference to plans and hold points. This demonstrated to the panel a comprehensive understanding and interpretation of the scope, works, plans and specifications and was detailed better than any other submission. The program aligned with a logical sequencing of the works and the projects critical pathway was clearly identified. It also meets Council’s requirements of realistic timeframes.

Glascott Landscape and Civil Pty Ltd demonstrated that they have completed relevant projects included in their previous experience being:

- Gipps Street Recreational Precinct, Remediation and Bulk Earthworks, new services including, stormwater infrastructure, potable water, sewer, and electrical, Amenities Pavilion, Multiple Amenities Pods and a Plant Storage Building, Leachate Storage Tank and additional works to the existing leachate, drainage system, Netball Courts, Basketball Courts & Cricket Net Facilities, Multiple Playgrounds: All-Inclusive Playground, Nature Play & Nature, Trail Play spaces,

Skate and Youth Precinct and Pump Track, Natural Multi-purpose Playing Fields, Off-leash Dog Park and Fitness Areas, Ring Road including a carpark and coach drop-off zones and Passive recreational and viewing areas including BBQ's, shelters, and public art, total project value \$35,000,000, completed 2024, Penrith City Council.

- Cirillo Reserve Sports Complex, a semi-elite level sports field, 150/250 LUX floodlighting, amphitheatre terrace seating, children's playground, fitness area, off the leash dog park, amenities building, total project value \$9,500,000, completed in 2021, Liverpool City Council.
- Gore Hill Park Redevelopment, Stage 1, work included the oval upgrade to new all-weather synthetic playing surface for AFL and Cricket. Installing surround lighting and fencing; constructing a new amenities and regional size playground with ball courts, outdoor gym, and new car park. A large on-site storm water detention tank was installed to prevent flooding, total project value \$9,500,000, completed in 2019, Willoughby City Council.
- Elara Sports Field, Marsden Park, community oval with a unique circular designed amenities structure including change rooms, public toilets, covered outdoor community space, kiosk, and garden surrounds, total project value \$8,000,000, completed in 2019, Stockland.
- Construction of New Sports Amenities and Regional Playground at Meadowbank Park, deliver a new regional playground and amenities building, as part of the Meadowbank Park Masterplan, total project value \$3,950,000, completed in 2022, City of Ryde
- Ken Birdsey Park (Reserve 882 project) Design and Construction, Design and Construction of Recreational Facilities: Development of landscaped areas, including playgrounds, seating, and picnic areas, installation of sports facilities multipurpose courts and open fields, creation of walking and cycling paths, and bio-retention basins, total project value \$30,000,000, design completed and under construction, Blacktown City Council

Following the procurement process, having regard to all the criteria and scope, Glascott Landscape and Civil Pty Ltd tender appears to be the most advantageous to Council. Glascott Landscape and Civil Pty Ltd submitted the tender that most closely met Council's responses to the assessment criteria, demonstrating their suitability to undertake the project and was assessed as being the most advantageous overall outcome when compared with other respondents based on assessment criteria alone. That said, Glascott Landscapes have also proposed departures and amendments to Council's proposed contract terms. These departures warrant further negotiation prior to execution to ensure project security for Council.

Proposed Negotiations

Glascott Landscape and Civil Pty Ltd demonstrated that it can deliver the project, however, its tender submission includes contract departures. Council officers have considered whether inviting fresh tenders or entering into negotiations with alternative tenderers would be advantageous.

Based on the evaluation outcomes, pricing model submitted and demonstrated system capability, Council officers consider that calling fresh tenders would likely result in the same outcome for Council.

Accordingly, to maintain procurement probity, achieve cost certainty and finalise contractual arrangements, it is proposed that Council decline to accept all tenders and subsequently enter into negotiations with Glascott Landscape and Civil Pty Ltd to seek to negotiate outcomes for the following matters:

- Finalisation and agreement of contract departures
- Confirmation of scope implications
- Confirmation of cost implications

The negotiations will be conducted on the basis that the negotiated price will not exceed the budget that has been allocated (further outlined in the report in Confidential Business).

If negotiations do not result in an acceptable outcome within these parameters, Council will be required to consider alternative options, including possibly a re-tender process.

Financial Implications

Assessment of all tenderers was commissioned; this included independent reference checks, financial analysis, and performance analysis on Glascott Landscape and Civil Pty Ltd. These checks were completed by Equifax Australasia Credit Ratings Pty Ltd. Further Councils Financial Services Department have reviewed the financial information provided by the tenderer and have not identified any reason why the contract could not be awarded based on this criteria.

The project is funded under Council's Sport and Recreation Plan and Building Asset Renewal Fund with funding through the New South Wales Western Sydney Infrastructure Grants Program and Australian Government - Priority Community Infrastructure Program.

There are conditions in place with respect to grant funding expenditure deadlines from both Government funding bodies. Council will be seeking extension to grant timelines to align with the project's delivery timeframes prior to the execution of the contract.

This report proposes to enter into negotiations with Glascott Landscape and Civil Pty Ltd with the objective of resolving contract departures through this process. Any agreed costs will be required to remain within Council's approved budget.

Should any contract be awarded the estimated maintenance and operational cost requirements for the project are approximately \$698,775 per annum. Council's future asset maintenance and asset renewal budgets will be adjusted per Council's Budget Guidelines at completion of the project and the final figures confirmed should a contract be awarded.

Tender Advisory Group Comments

The objective of the Tender Advisory Group (TAG) is to support Council to achieve fair and equitable tender processes. The TAG, consisting of Michael Alderton, Acting Director Asset Services, Cathy Krimmer, Acting Head of Governance and Matthew Saunders, Acting Chief Financial Officer were briefed by the Projects team about the background and the process followed.

The TAG considered the recommendations in relation to the tender PCC2025-325 Cook Park Precinct Upgrade Improvements noting the recommendation of declining to accept all tenders received for PCC2025-325 Cook Park Precinct Upgrade and that Penrith City Council's General Manager or delegate/s be authorised to negotiate with Glascott Landscape and Civil Pty Ltd and the General Manager be delegated authority to accept the tender that represents the best value to Council, within the negotiation parameters.

The TAG reviewed the evaluation process outlined within the report and is satisfied that the selection criteria has been correctly applied in making the recommendations.

Risk Implications

The tender process outlined in this report includes controls covering probity and ensuring value for Council, overseen by the Tender Advisory Group.

There are conditions in place with respect to grant funding deadlines from the Government funding bodies. Council will seek grant extension (timelines) be granted prior to executing the contract.

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

Conclusion

A tender for Cook Park Precinct Upgrade, St Marys was advertised on 9 December 2025, on the Vendor Panel website. The submissions closed on Friday 20 February 2026. Six (6) tenders were assessed against the evaluation criteria.

Following the procurement process, having regard to all the criteria and scope, Glascott Landscape and Civil Pty Ltd submitted the tender that most closely met Council's responses to the assessment criteria, demonstrating their suitability to undertake the project and was assessed as being the most advantageous overall outcome when compared with other respondents. However, Glascott Landscape and Civil Pty Ltd have proposed variations to the contract conditions which warrant further negotiations.

No other tenderer were deemed suitable to deliver this project, based on their tender submission.

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

This report recommends declining to accept all tenders received for PCC2025-325 Cook Park Precinct Upgrade and that Penrith City Council's General Manager or delegate/s be authorised to negotiate with Glascott Landscape and Civil Pty Ltd. And further that The General Manager be delegated authority to accept the tender that represents the best value to Council.

RECOMMENDATION

That:

1. The information contained in the report on PCC2025-325 Cook Park Precinct Upgrade be received.
2. After considering the responses to the Design and Contract (D&C) Tender and in accordance with section 178(1)(b) of the Local Government (General) Regulation 2021 ("the Regulation"), Council declines to accept any of the tender submissions.
3. In accordance with sections 178(3)(e) and 178(4) of the Regulation Council resolve:

- a. Pursuant to 178(4)(b) of the Regulation, Council's reasons for determining to enter negotiations with Glascott Landscape and Civil Pty Ltd is because
 - i. Following the procurement process, having regard to all the criteria and scope, Glascott Landscape and Civil Pty Ltd submitted the tender that most closely met Council's responses to the assessment criteria, demonstrating their suitability to undertake the project and was assessed as being the most advantageous overall outcome when compared with other respondents.
- b. Pursuant to 178(4)(a) of the Regulation, the Council's reasons for declining to invite fresh tenders are:
 - i. the negotiation process aligns with the tender process already undertaken, including the scope of works and commercial proposition submitted to the market, and therefore a further open market tender is not required at this time;
 - ii. the extensive tender process to date has identified appropriate supplier with the requisite skill, capacity and experience, however the tenderer has not accepted Council's proposal without deviations to the contract and commercial risk to Council. A call for fresh tenders is unlikely to result in a significantly different or improved outcome; and
 - iii. while not recommended for acceptance given the current contract departures and issues, Council considers that it could be possible to negotiate an acceptable outcome with the shortlisted tenderer.
- 4. Council authorises the General Manager to conduct negotiations within the negotiation parameters listed in the confidential report with Glascott Landscape and Civil Pty Ltd in relation to Cook Park Precinct, enter into a contract should the negotiations reach a satisfactory outcome, and be authorised to sign all necessary legal documents associated with this matter.
- 5. The General Manager provide an information report to Council on the outcome of the negotiations at a future Council meeting.
- 6. Variations and amendments that do not materially alter the original scope of the contract be managed under the existing Penrith City Council financial delegations within the approved budgets.



ATTACHMENTS/APPENDICES

There are no attachments for this report.

5 PCC24/25-114 Project Feasibility, Quantity Surveying, Estimating, Cost Plan Management Services

Compiled by: Mitchell Sammut, Project Lead
Lyndall Shahidi, Business Support Team Supervisor

Authorised by: Tariq Rasheed, Head of Projects
Adam Wilkinson, Director Asset Services

Outcome	<i>Provide for our lifestyle</i>
Strategy	<i>Ensure public spaces and facilities are pleasant and fit for diverse needs and uses</i>
Principal Activity	<i>Plan and implement Council's major public space, community, and recreation projects to enhance the City's liveability</i>

Executive Summary

A tender for Project Feasibility, Quantity Surveying, Estimating, Cost Plan Management Services was advertised on 15 January 2026, on the Vendor Panel website. The submissions closed on Wednesday 11 February 2026.

This report advises Council of the outcome of the tender process and recommends that the tenders from, Wilde & Woollard Pacific Pty Limited, TCubed Consulting Pty Ltd, HMC Quantity Surveyors and Currie & Brown (Australia) Pty Ltd be accepted to form a panel for Quantity Surveying, Estimating and Cost Plan Management Services for a period of 3 years with an option of 2 x 2 year extensions. There is no ranking of order of the panel.

Background

Council undertakes approximately 60-70 projects each financial year and frequently engages external quantity surveyors to determine and control costs for these projects. The engagement of these external quantity surveyors are run as separate engagement processes and creates duplication in the procurement process. There is also no immediate options for engagement for quantity surveyors, which is something that is often critical in the assessment of variations, given Council's contractual obligations. The current time that it takes for engagement also means that preparation for costs for grant submissions often cannot be completed in time by a quantity surveyor. Therefore, it was determined that a panel of consultants was required to address these issues. The consultants will be engaged at various phases to develop the foundation for Council to design and deliver projects that are feasible, cost-effective and value for money.

The objectives of the panel are

- To establish, control and monitor the budget through initial project cost estimates and ongoing verification.
- To develop budgets that align with project scopes and to assess feasibility.
- To identify and control risks from the start of project, improving the approval processes at completion.
- To identify true costs of delivering a project including project management, design, regulatory fees, contingency and other associated costs.

Council called for responses from suitably experienced and qualified consultants to be onboarded to Council's procurement panel for planning services of construction projects. The panel aims to accommodate a list of verified consultants with a pre-approved pricing

arrangement. The services include project feasibility, quantity surveying, cost estimating and cost plan management services.

Tenderers were to align pricing and submissions based on Council's Project Management Framework, provided by the Enterprise Project Management Office. Using the framework comprises phases as outlined below.

- Idea assessment & Feasibility - investigate and plan. Through this panel Council will be better placed to determine the feasibility of projects and better plan for the long-term
- Design – concept. Cost concepts prior to progression to detailed design.
- Design construction for tender, for construction. Manage the costs of the design packages at 10%, 20%, 50%, 80% and 100%.
- Build and implement. This will include assessment of variations submitted by Contractors allowing Council staff to make more informed decisions.
- All phases (engagement for the whole project)

The engagement of consultants is funded through various project budgets on a case-by-case basis.

Tender Evaluation Panel

The Tender Evaluation Panel consisted of Council Officers - Project Supervisor Olivia Choi, Project Supervisor Nicole Barton, Architect Lead Rosemarie Canales, Community Facilities and Recreation Planning and Projects Coordinator Virginia Tuckerman and was chaired by Project Lead Mitchell Sammut. Julie Stanshall from Council's Procurement team performed the role of tender administration and probity officer for this tender.

Evaluation Criteria

Contractors for the project were required to submit their tender using the Vendor Panel tendering software, which clearly defined the response required against each of the evaluation criteria.

The quotes received were assessed using the advertised evaluation criteria of:

- Company Profile
- Conformance, Acceptance and Declaration
- Business References
- Completion of Forms Tender Price submitted
- Compliance Statement
- Demonstrated Ability
- Works Method
- Local Business Preference
- Quality Assurance Systems
- Environmental Management Systems:
- Employment Policies
- Work Health and Safety
- Financials

Summary of Tenders Received

A total of Twenty-Six (26) tenders were received by the closing date of the advertised tender and are listed below.

Company	Company Address	Owners/Directors
Altus Group Consulting Pty Limited	Level 12, 1 Market Street Sydney, NSW 2000	Niall McSweeney, Terrie-Lynne Devonish, Tim Mitsubata, Stuart Colhoun, Nick Marston, Sharon Yap, Stephen Ngai, David Collins, Alan Fox, Barry McBeth, David Lockie and Christine Chan
Berky Developments Pty Ltd ATF The Berkowitz Management Trust trading as Berkowitz & Associates Quantity Surveyors	10.02, Level 10, 9 Yarra Street, South Yarra, VIC 3141	Desmond Berkowitz
CDI Experts Pty Ltd	Lv14, 14 Martin Place Sydney, NSW 2000	Tony Hughes
Commercial & Infrastructure Pty Ltd	Suite 601, Level 6, 201 Pacific Highway, St Leonards NSW 2065	James Durney, Cameron Vos, Jonathon Warburton, Joshua Anfiteatro, Dip Kundo and Jarrad Sims
CPSQS Consulting Pty Ltd	Level 4 79 Adelaide Street Brisbane City QLD 4000	Aaron Tomsett, Matthew Lee and Jason Gentile
Currie & Brown (Australia) Pty Ltd	Level 11, Queen Street, Melbourne VIC 3000	John Charles Black, David Anthony Isaacs, Andrew Wigg, William Michael Cox and Rex Chin Pang Lai
De Leeuw International Australia Pty Ltd	Level 40 140 William Street Melbourne, VIC 3000	Aijaz Ahmed
Donald Cant Watts Corke (NSW) Pty Ltd	Level 5, 180 Flinders Street, Melbourne VIC 3000	Glenn Corke, Craig Ashworth, John O'Callaghan, Leanne Beveridge and Shane Tanner
HMC Quantity Surveyors	1c/18-20 Prosper Crescent, Burleigh Heads, QLD 4220	TJ Miller, Mitchell Harvey and Danny Antcliff
JC Civil Projects Pty Ltd	2/10 Aerodrome Road, Maroochydore QLD 4558	Jared Candler
KPMG Australia Pty Limited	Level 38, Tower Three, International Towers Sydney, 300 Barangaroo Avenue	Martin Sheppard, Andrew Yates, Carmel Mortell, Kim Lawry, Dr Andrew O'Connor and Guy Holland
Leckring Pty Ltd T/A MI Engineers	Suite 3.01/68 York St, Sydney NSW 2000	Robert MacDonald and Amy-Ruth MacDonald

MBMpl Pty Ltd	Level 6, 1 Chifley Square Sydney NSW 2000	Alan Stewart, Autumn Lu, David Madden, David Pearson, David Shlom, Edward Robins, Helga Maynier, James Larkin Justin Noakes, Luke Anthony, Paul Janes, Reiss Draper, Richard Smith, Selma Trepanic, Stephen Flynn, Stoyan Dimitrov, Ujwal Lakra and Xan Duong
Newton Fisher Group	6/9 Railway Parade Burwood, NSW 2134	Steven Bregovic and Joe Bergin
North Projects Pty Ltd	Level 3, 160 Queen Street Melbourne VIC 3000	Graeme Ambery Billings, Timothy Charles Heuze Hogg, Min Zhong, Jason Onorato D'Antonio and Daniel Shane Muirhead
Quantum Insights Advisory Pty Ltd	56 Illawarra Road, Marrickville, NSW 2204	Nicholas White
Rider Levett Bucknall NSW Pty Ltd	Level 19, 141 Walker Street, North Sydney, NSW 2060	Mark Sims, Stephen Mee, Paul Skinner, Richard Rigby, Mark Hocking, Oliver Nichols, Michael Mihailou, Mark Brasher, Ryan Jones
RPS AAP Consulting Pty Ltd	Level 13, 420 George Street, Sydney, NSW 2000	RPS Consulting Pty Ltd
SW Consultants Pty Ltd	150 Ness Road Salisbury, QLD 4017	James Wong
TCubed Consulting Pty Ltd	902/83 Mount Street, North Sydney NSW 2060	Shayne Taylor and Paul Tomsic
Construction and Remediation Advisory Services Pty Ltd	Level 2/63 Foveaux St Surry Hills, NSW 2010	Not provided
R-Infinite Project Estimating & Management (RIPEM) Pty Ltd ATF RIPEM Family Trust	U509, 3 Weston Street, Rosehill 2142 NSW	Rashmin Kiritkumar Pandya and Kinjalben Rashminkumar Pandya
Slattery Australia Pty Ltd	Rose Partners, Level 5, 150 Albert Road, South Melbourne, VIC, 3205	Joshua Slattery, Sarah Slattery, Barry Laycock and Nick Bensley
Turner and Townsend Pty Ltd	One Wharf Lane, Level 19, 171 Sussex Street, Sydney NSW, 2000	Vincent Patrick Clancy, Darren Munton, Tiffany Bell and Matthew Billingham
Wilde & Woollard Pacific Pty Ltd	Level 17, 44 Market Street, Sydney NSW 2000	Mark Johnson, Ian Tucker, Nathan Towill and Alan O'Riordan
WTP Australia Pty Ltd	Level 6, 1 Bligh street	Phil Anseline, Tim Roberts, Costa Alexiou, Emma Zadow

	Sydney NSW 2000	and James Osenton
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Summary of Pricing

To determine and understand comparable costs, tenderers were required to submit hourly labour rates and indicative labour allocations across a range of project values, including \$250,000, \$500,000, \$750,000, \$2,000,000, \$3,000,000, \$5,000,000, \$10,000,000, \$15,000,000 and \$20,000,000, covering various phases of the project lifecycle. Cost calculations were then based on an estimated average number of projects per annum and applied across the initial contract term. Tenderers were also required to nominate maximum ceiling project values under \$1,000,000, project values between \$1,000,001 - \$4,000,000 and for projects above \$4,000,001.

The table below summarises these calculations and presents the estimated total cost over the initial three-year contract term, with provision for two additional two-year (2x2yr) extension options, resulting in a potential total contract duration of seven (7) years. The estimated amounts assume that the tenderer is awarded all forecast works. Tenders are listed in price order, excluding GST (lowest to highest). Prices are subject to CPI adjustments in accordance with the contract.

Company	Quantity Surveyor per hour	Senior Quantity Surveyor/Associate per hour	Estimated cost across 7-year contract.
JC Civil Projects	\$220	\$250	\$595,700.00
Commercial & Infrastructure Pty Ltd	\$150	\$190	\$820,204.00
Wilde & Woollard Pacific Pty Limited	\$140	\$195	\$939,933.75
De Leeuw International Australia Pty Ltd	\$165	\$195	\$960,050.00
TCubed Consulting Pty Ltd	\$120	\$200	\$992,950.00
R-Infinite Project Estimating & Management (RIPEM) Pty Ltd ATF RIPEM Family Trust	\$140	\$180	\$1,082,774.00
HMC Quantity Surveyors	\$195	\$210	\$1,298,241.00
Leckring Pty Ltd T/A MI Engineers	\$135	\$295	\$1,534,708.00

Berky Developments Pty Ltd ATF The Berkowitz Management Trust trading as Berkowitz & Associates Quantity Surveyors	\$350	\$280	\$1,534,246.00
Quantum Insights Advisory Pty Ltd	\$170	\$220	\$1,816,794.00
Currie & Brown (Australia) Pty Ltd	\$90	\$140	\$1,990,028.60
SW Consultants Pty Ltd	\$170	\$190	\$2,141,496.00
Donald Cant Watts Corke (NSW) Pty Ltd	\$150	\$175	\$2,209,713.63
Rider Levett Bucknall NSW Pty Ltd	\$180	\$250	\$2,573,200.00
RPS AAP Consulting Pty Ltd	\$180	\$210	\$2,989,630.00
CPSQS Consulting Pty Ltd	\$120	\$165	\$2,996,350.00
North Projects Pty Ltd	\$180	\$205	\$3,213,798.00
CDI Experts Pty Ltd	\$176	\$220	\$3,249,055.60
KPMG Australia Pty Ltd	\$392	\$348	\$3,412,824.80
Altus Group Consulting Pty Limited	\$200	\$300	\$3,540,320.00
Slattery Australia Pty Ltd	\$170	\$230	\$4,288,340.00
MBMpl Pty Ltd	\$190	\$230	\$4,493,811.00

Construction and Remediation Advisory Services Pty Ltd	Non-conforming		
Newton Fisher Group	Non-conforming		
Turner and Townsend Pty Ltd	Non-conforming		
WTP Australia Pty Ltd	Non-conforming		

Evaluation of the Preferred Tender

The tenders from Construction and Remediation Advisory Services Pty Ltd, Newton Fisher Group, Turner and Townsend Pty Ltd and WTP Australia Pty Ltd were non-conforming and were excluded from further review. The Tenders from Remediation Advisory Pty Ltd, Newton Fisher Group Turner and Townsend Pty Ltd failed to provide mandatory schedules and documents as part of their tender submission. WTP Australia Pty Ltd failed to complete the price schedule as part of their tender submission.

Accordingly, 22 tenders were assessed against the assessment criteria to determine the tender submission that, having regard to all the criteria and scope, appears to be the most advantageous to Council. The following provides key information on the outcomes of that assessment.

The four highest scored suppliers, when factoring price and responses against the assessment criteria, were Wilde & Woollard Pacific Pty Limited, TCubed Consulting Pty Ltd, HMC Quantity Surveyors and Currie & Brown (Australia) Pty Ltd.

Wilde & Woollard Pacific Pty Limited provided a higher submitted price than JC Civil Projects and Commercial & Infrastructure Pty Ltd however, scored higher overall factoring in price and responses. Specifically, JC Civil Projects and Commercial & Infrastructure Pty Ltd scored lower than Wilde & Woollard Pacific Pty Limited in the areas of Key Personnel and Subconsultants, Previous Experience, Response Times, Methodology and Examples of Templates.

Wilde & Woollard Pacific Pty Limited have completed many relevant costings for projects, some examples are:

- The Light Horse Park Redevelopment, river frontage project with various recreation, sporting and open space elements, total value \$22,000,000, Liverpool City Council
- Austral Park, 22 New playgrounds to urban spaces, \$9,200,000, Liverpool City Council
- Minnamurra Boardwalk, two stages of boardwalk including a large portion of over water, marsh, mangroves bridges and viewing deck, total project value \$14,700,000, Kiama Municipal Council

TCubed Consulting Pty Ltd provided a higher submitted price than JC Civil Projects, Commercial & Infrastructure Pty Ltd and De Leeuw International Australia Pty Ltd however, scored higher overall factoring in price and responses. Specifically, JC Civil Projects, Commercial & Infrastructure Pty Ltd, De Leeuw International Australia Pty Ltd scored lower than TCubed Consulting Pty Ltd in the areas of Key Personnel and Subconsultants, Previous Experience, Response Times and Methodology.

TCubed Consulting Pty Ltd have completed many relevant costings for projects, some examples are:

- Bayside Council Contribution Plan, upgrade estimates, and open space estimates for contribution plan, Bayside Council
- Caddens Release Cost Planning and Contribution Plan, Penrith City Council
- Lane Cove Council Sport and Recreation Facility, Galuwa Sport and Recreation Centre, \$81,000,000, Lane Cove Council
- Daniels Road, Glengarrie Road, Grange Avenue, Hambledon Road, Little Creek Tributary, Loftus Street, Quakers Road, Railway Terrace, Regent Street and Rouse Road Upgrades, Blacktown City Council.

HMC Quantity Surveyors provided a higher submitted price than JC Civil Projects, Commercial & Infrastructure Pty Ltd, De Leeuw International Australia Pty Ltd and The Trustee for RIPEM Family Trust however, scored higher overall factoring in price and responses. Specifically, JC Civil Projects, Commercial & Infrastructure Pty Ltd, De Leeuw International Australia Pty Ltd and The Trustee for RIPEM Family Trust scored lower than HMC Quantity Surveyors in the areas of Previous Experience, Response Times, Methodology and Examples of Templates.

HMC Quantity Surveyors have completed many relevant costings for projects, some examples are:

- Tweed Shire Road Contribution Plan, Costing review of the proposed 2023-2030 road network contribution plan, value \$520,000,000, Tweed Shire Council
- Coomera Sports Park, the City of Gold Coast are upgrading the facilities at Coomera Sports Park to include for a second AFL field to better support local sport and the community. The works include for LED lighting upgrades, new public amenities buildings, new car park areas, new pathways and drainage upgrade, and renewal of the existing vegetation, value \$11,000,000, City of Gold Coast
- Bundaberg CBD Revitalisation, The Bundaberg Regional Council is proposing a multi-faceted Central Business District upgrade to enhance and refresh the main business hub within Bundaberg, value \$53,000,000, Bundaberg Regional Council

Currie & Brown (Australia) Pty Limited provided a higher submitted price than JC Civil Projects, Commercial & Infrastructure Pty Ltd, De Leeuw International Australia Pty Ltd and The Trustee for RIPEM Family Trust, Leckring Pty Ltd, Berkowitz & Associates Quantity Surveyors and Quantum Insights Advisory Pty Ltd however, scored higher overall factoring in price and responses. Specifically, JC Civil Projects, Commercial & Infrastructure Pty Ltd, De Leeuw International Australia Pty Ltd and The Trustee for RIPEM Family Trust, Leckring Pty Ltd, Berkowitz & Associates Quantity Surveyors and Quantum Insights Advisory Pty Ltd

scored lower than Currie & Brown (Australia) in the areas of Key Personal and Subconsultants, Previous Experience, Response Times, Methodology and Examples of Templates.

Currie & Brown (Australia) Pty Limited have completed many relevant costings for projects, some examples are:

- Program of Road Upgrades, TfNSW is providing Disaster Recovery funding to assist in the rehabilitation of various sites (approximately 43 work packages covering 101 sites) covering road pavements, cuttings, embankments and drainage assets damaged as a result of 2020–2022 natural disaster events, value \$13,000,000, Central Coast Council
- Crago Mill Precinct, Demolish the old buildings adjoining the historic mill (the centrepiece of the precinct) to make way for a single-storey public administration building and community library, two-storey commercial office building, public plaza, 67-space car park and additional on-street parking, value \$50,000,000, Yass Valley Council
- Western Sydney Infrastructure Grants Portfolio, Western Sydney Infrastructure Grants (WSIG) portfolio including Minto Community Centre upgrades, Campbelltown Aquatic Centre upgrades, Eschol Park Sporting Complex upgrades, Connected Campbelltown project, Dharwal Nature Playspace, Kanbyugal Parklands upgrade, Glenfield Urban upgrade, Leumeah Youth Precinct upgrade, St Helens Youth Space upgrade, Campbelltown City Centre upgrade, Ingleburn Town Centre upgrade and Glenfield Town Centre upgrade, value \$50,000,000, Campbelltown City Council

The panel determined that Wilde & Woollard Pacific Pty Limited, TCubed Consulting Pty Ltd, HMC Quantity Surveyors, and Currie & Brown (Australia) Pty Ltd provided the best overall value to Council based on price and responses to the assessment criteria, clearly demonstrating their suitability to be appointed on the panel.

The recommended companies, Wilde & Woollard Pacific Pty. Limited, TCubed Consulting Pty Ltd, HMC Quantity Surveyors, and Currie & Brown (Australia) Pty Ltd were selected based on their:

1. Compliance with the tender evaluation criteria,
2. Demonstrated ability to meet Council’s requirements; and
3. Competitive price for the services offered.

The pricing from Wilde & Woollard Pacific Pty. Limited, TCubed Consulting Pty Ltd , HMC Quantity Surveyors, and Currie & Brown (Australia) Pty Ltd are in a range consistent when considering all 22 tenders’ submission as part of the tender.

The engagement of the four selected companies, on a project by project basis, will be through a quotation process with all four companies being able to quote when timeframes allow. When timeframes are not allowing a quotation process, a single quote shall be sought from a company in line with Council’s procurement standards. All companies have submitted hourly labour rates and indicative labour allocations across a range of project values, from \$250,000 and \$20,000,000, covering various phases of the project lifecycle. Companies have also nominated maximum ceiling prices for projects under \$1,000,000, for projects between \$1,000,001 - \$4,000,000 and for projects above \$4,000,001.

As part of any quote by the four companies, they are required to conform to these rates. Council staff as part of the contract management process will regularly receive and review expenditure rates across all four companies to ensure value for money, and ensure the four selected companies are receiving equal and fair access to the works.

Financial Implications

The financial risk to Council associated with this tender is considered low; therefore, financial checks were not required as part of the evaluation process.

The engagement of the Quantity Surveyor (QS) Consultants will be funded from individual project budgets, rather than a central or standing allocation. The proposed panel arrangement establishes agreed schedule of rates only, and does not commit Council to any minimum spend or guaranteed volume of work. Prior to the engagement of a QS Consultant for any project, the relevant project budget will be reviewed and confirmed as sufficient to meet the anticipated consultancy costs. This approach ensures that expenditure is project-specific, pre-approved, and controlled within existing budget allocations. Accordingly, the financial risk to Council arising from the establishment of the QS Consultant panel is considered minimal. In fact, the establishment of the panel will provide efficiencies to our engagement processes.

Tender Advisory Group Comments

The objective of the Tender Advisory Group (TAG) is to support Council to achieve fair and equitable tender processes. The TAG, consisting of Adam Wilkinson- Director Asset Services, Adam Beggs – Head of Governance and Neil Farquharson – Chief Financial Officer were briefed by the Projects team about the background and the process followed.

The TAG considered the recommendations in relation to the tender PCC24/25-114 Project Feasibility, Quantity Surveying, Estimating, Cost Plan Management Services noting that the recommended tenders were not the lowest price, however, all companies (Wilde & Woollard Pacific Pty. Limited, TCubed Consulting Pty Ltd, HMC Quantity Surveyors and Currie & Brown (Australia) Pty Ltd) have demonstrated their ability to meet Council's requirements, and their proposals were considered to be the most advantageous to Council for the scale of this project. The TAG reviewed the evaluation process outlined within the report and is satisfied that the selection criteria has been correctly applied in making the recommendations.

Risk Implications

The tender process outlined in this report includes controls regarding probity and ensuring value for Council, overseen by the Tender Advisory Group. The works will be undertaken in accordance with Work Health & Safety systems. This panel will improve the risk associated with costs and variations to Council associated with projects.

Conclusion

Council received and assessed 22 tenders against the evaluation criteria. The tenders from Wilde & Woollard Pacific Pty. Limited, TCubed Consulting Pty Ltd, HMC Quantity Surveyors, and Currie & Brown (Australia) Pty Ltd provided the best overall submissions and also met the tender evaluation criteria. It is recommended that the tenders from, Wilde & Woollard Pacific Pty. Limited, TCubed Consulting Pty Ltd, HMC Quantity Surveyors, and Currie & Brown (Australia) Pty Ltd be accepted to form a panel for Quantity Surveying, Estimating, Cost Plan Management Services for 3 years with an option of 2 x 2-year extension options. There is no ranking of order for the panel.

RECOMMENDATION

That:

1. The information contained in the report on PCC24/25-114 Project Feasibility, Quantity Surveying, Estimating, Cost Plan Management Services be received.
2. The tenders from, Wilde & Woollard Pacific Pty. Limited, TCubed Consulting Pty Ltd, HMC Quantity Surveyors, and Currie & Brown (Australia) Pty Ltd be accepted to form a panel for Quantity Surveying, Estimating, Cost Plan Management Services for 3 years with an option of 2 x 2-year extension options.
3. The General Manager be authorised to sign all necessary legal documents in relation to this matter.
4. Variations and amendments that do not materially alter the original scope of the contract be managed under the existing Penrith City Council financial delegations within the approved budgets.



ATTACHMENTS/APPENDICES

There are no attachments for this report.

6 Penrith Valley Regional Sports Centre Business Plan Review

Compiled by: Andrew Robinson, Head of Community Facilities and Recreation
Neil Farquharson, Chief Financial Officer

Authorised by: Sandy Davies, Director Community Connection
Matthew Bullivant, Director Corporate Services

Outcome	<i>Provide for our lifestyle</i>
Strategy	<i>Ensure public spaces and facilities are pleasant and fit for diverse needs and uses</i>
Principal Activity	<i>Manage and facilitate the use of community, sport, recreation, play and open space facilities</i>

Executive Summary

This report follows 2 reports to Council on 8 December 2025, one of which was in Committee of the Whole. Importantly, the report to Council in the open section of the Council meeting on that date, outlines the history of support provided by Council to PVRSC.

This report identifies that, in accordance with the resolutions of Council's Ordinary Meeting on 8 December 2025, Penrith Valley Regional Sports Centre Ltd (PVRSC) has provided Council Officers with a Business and Strategic Plan, as well as financial modelling for the future operation of the facility. The information was received on 15 February 2026 and the details provided have been reviewed by an independent consultant, Otium Planning.

This report is complemented by a separate report in Confidential Business on the matter. The report in confidential business contains commercial information that if disclosed could prejudice the commercial position of the party that supplied it (s.10A(2)(d)(i) of the *Local Government Act 1993*).

PVRSC have proposed an operating model in the Business Plan and requested that Council:

1. Defer repayment of the current loan of \$1,638,398 until at least December 2029, depending on the progress of the PVRSC business strategy implementation; and
2. Provide a time limited \$400,000 *'transitional support package to enable PVRSC to implement a structural change in its operating model, without destabilising operations, compliance or community access during the transition period.'*

The request is for the \$400,000 to be paid over three years from 2026 in the sum of \$250,000, \$75,000 and \$75,000 respectively.

Otium Planning have reviewed the documentation and have determined both key strengths and key risks within the PVRSC Business Plan submitted. Otium Planning also engaged with PVRSC representatives and the Penrith District Basketball Association (PDBA) during the review process.

Among the findings, Otium Planning emphasise the detrimental effect that the relationship between PVRSC and PDBA is having on the sport of basketball in the region, with over 3,000 participants now being required to attend multiple venues to participate. In this regard, Otium Planning recommend that an independent mediator be appointed to facilitate discussions and support the negotiated return of PDBA to PVRSC under mutual terms and conditions.

In response to the PVRSC's request and the findings of the Otium Planning review, this report outlines 4 options for Council's consideration, and the confidential report includes an

assessment of those 4 options having regard to the PVRSC business case and strategy. This report recommends that the information be received.

Background

At Council's meeting, on 8 December 2025, it was identified that PVRSC had written to Council Officers in both October and November 2025 seeking Council's consideration of financial assistance. The requests were that Council:

1. Converts the \$1,638,398 (ex GST) loan to the PVRSC (endorsed by Council at 25 September 2023 Ordinary Meeting) to a grant in its entirety.
2. Approve a maximum \$400,000 controlled line of credit or loan extension to stabilise PVRSC's cash flow.

With respect to these two requests, Council resolved that:

1. Council rejects the request from Penrith Valley Regional Sports Centre to convert the \$1,638,398 (ex GST) loan to the PVRSC to a grant in its entirety.
2. Council rejects the request from Penrith Valley Regional Sports Centre for a \$400,000 line of credit.
3. A further report be brought back to the Council following discussions with PVRSC on a proposed terms and conditions, for the proposed loan extension as soon as practicable, including a Business Plan and Strategy.

Council officers met with the Chairperson and General Manager of the PVRSC in December 2025 to discuss the Council's resolution. PVRSC subsequently provided Council Officers with a Business and Strategic plan, as well as financial modelling for the future operation of the facility. The information was received by Council Officers on 15 February 2026, and due to its commercial sensitivity is attached to the confidential report on the agenda of this meeting.

Previous Support

Council has received several reports in the last five years in respect of PVRSC operations, including arrangements for the provision of loans, predominantly to enable PVRSC to realise required facility repair and renewal works.

The following provides a brief summary of the reports considered in past years by Council in relation to the PVRSC operations:

Ordinary Meeting 15 December 2008

Council resolved to allocate \$850,000 from the 2009-2010 Building Asset Renewal Program to PVRSC subject to a funding agreement being signed with PVRSC. PVRSC had made a request for financial assistance to enable the implementation of facility maintenance and renewal for the purpose of meeting Building Code of Australia regulations.

Ordinary Meeting 27 July 2020

Council resolved to provide PVRSC with a letter of guarantee for a loan with Westpac Banking Corporation to enable the completion of building works. At this meeting, Council approved this request and provided a letter of guarantee for a new loan to a maximum amount of \$542,000 over a maximum term of 10 years. The Deed of Guarantee was executed for \$542,000 in October 2020 on advice from Westpac Banking Corporation and PVRSC that the guarantee needed to consolidate the existing PVRSC loan facility (2014).

This PVRSC external loan with Westpac has an indicative/current outstanding balance of around \$450,000 as advised by the General Manager of PVRSC in August 2025.

Ordinary Meeting 28 September 2020

Council resolved to provide a \$1,091,686 (plus GST) loan to PVRSC to enable essential compliance works to bring their site up to contemporary fire safety compliance standards. PVRSC continue to maintain their loan repayment commitments on this loan from Council. The details for this loan are as follows –

- Loan commenced in November 2020 (last payment due is 1 July 2034)
- The term of this loan is 13 years
- Interest rate is 2.99%
- Repayments were \$7,500 per month until 30 April 2023, when the monthly loan repayments increased to \$8,500
- Balloon payment at the end of the term (\$255k)
- The balance on this loan as at 7 April 2026 is \$698,498.

Ordinary Meeting 26 July 2021

Council resolved to approve a pause in loan repayments following PVRSC's August 2021 repayment. This was for a period that extended for three months past the date of the lifting of the then NSW Greater Sydney COVID-19 Public Health Order (PHO), that had resulted in the temporary closure of the Centre. Repayments recommenced in January 2022.

Further, in response to a written request from the PVRSC dated 23 October 2022, Senior Council Officers met with the Board of PVRSC on 10 November 2022 to further discuss the matters raised in the letter including:

- current financial position
- current business and operational model
- unsustainable ongoing operations with current business model
- options to improve the organisation's financial viability
- seeking endorsement to continue to support PVRSC while determining a sustainable operating model going forward, which would run alongside the proposed Multi sport arena to be developed by Council

Ordinary Meeting 29 May 2023

Council resolved to provide public notice of the proposal to grant financial assistance to the PVRSC for the repair of Courts 5 and 6. There were no submissions received in response to the public notice.

Ordinary Meeting 25 September 2023

The report further outlined the request from the PVRSC seeking financial assistance by way of a loan to facilitate the replacement of the wooden floors on basketball courts numbers 5 and 6 due to an infestation of termites that had weakened the sub-structure of the floor space.

PVRSC gave Council assurances inclusive of financial projections, that they entered this arrangement on the understanding that it could continue to meet all its operational costs and financial obligations including this latest loan request.

At that time, it was resolved that Council provide a loan to the PVRSC to the value of \$1,638,398 (ex GST, subject to conditions) and that Council engage an independent facility management consultant to review the current operating structure of the facility, benchmark with like facilities and advise the Council, and PVRSC, of operational structures that could better support PVRSC's long term financial sustainability.

The details for this 2023 loan are as follows –

- Loan principal amount drawn down by PVRSC \$1,598,882 (versus loan principal amount resolved by the Council \$1,638,398; or \$1,706,150 loan principal plus accrued interest outstanding as at 30 June 2025)
- Loan commenced on 13 October 2023 (interest accruing from loan commencement date)
- First loan repayment due date is the earlier of 2 years from the operational date of the renewed Courts 5 and 6 (i.e. 31 August 2026) or 30 June 2026, therefore the latter; Last loan repayment due date is 31 October 2038
- The term of this loan is 15 years
- Variable Interest rate is RBA published cash rate (4.1% indicatively in October 2023) plus 0.55% margin
- Repayments are \$15,000 per month
- Balloon payment at the end of the term (Indicatively \$220,692)

Current Situation

Otium Planning were appointed as an independent consultant to provide an independent review of PVRSC's business model and associated documentation, and to provide the following key deliverables:

1. Provide Council with independent assurance regarding the robustness and merits of the business case.
2. Test the robustness of assumptions underpinning the financial projections.
3. Identify risks, gaps, and opportunities to strengthen financial and operational sustainability.
4. Provide clear and practical recommendations to inform Council consideration.

PVRSC submitted the following documentation for review:

1. 2026-2031 Strategic Plan
2. Business Case
3. 10-year financial model
4. Cash Flow statement
5. Balance Sheet

6. Supplementary information outlining the proposed allocation of the \$400,000 request.

Otium Planning engaged in meetings with representatives of both PVRSC and PDDBA (both attended by Council Officers). Additional questions were also posed by Otium representatives to PVRSC after the initial review of the documentation, with PVRSC providing a response.

Otium advise that the Business Case demonstrates strategic alignment, has considered multiple operating models, and includes a structured transition approach supported by governance and accountability mechanisms.

However, the Otium review also identifies dependencies, assumptions and risks that rely upon the success of the Business Case.

Otium observe that, following discussions with PVRSC and PDDBA, it has become evident that the relationship between the two organisations has deteriorated in recent months. Otium further observes that the situation negatively impacts basketball in the region, as over 3,000 participants are attending multiple facilities across the City.

To address this situation, Otium Planning has recommended that an independent mediator be appointed to facilitate discussions and support the negotiated return of PDDBA to PVRSC under mutually agreed terms and conditions. This approach aims to promote participation, foster development, and ensure a clear pathway program for the sport of basketball.

Relevant representatives of both the PVRSC and PDDBA have advised that they are prepared to undertake mediation. Should this option be preferred then a deferral on the commencement date for the loan repayments of the \$1,638,398 (exc GST) loan would be reasonable, until the outcome of the mediation. The date for the first instalment on this loan is 30 June 2026.

Notwithstanding the option for mediation as outlined by Otium, other options Council could consider include:

1. Deferral of the second loan (\$1,638,398) to December 2029 but not support the \$400,000 to PVRSC over the next three years. (Council rejected a request for \$400,000 support at its December Ordinary Meeting and asked for a report examining the implications of deferring loan repayments).
2. Support the deferral of the loan to December 2029 and agree to a periodic payment (\$400,000 in total) paid based on a performance model and KPI's being met. Otium Planning outlined this as an option, however there are no identified Council resources and a source would need to be found in order to proceed with this option.
3. Not support the request from PVRSC. That is, no deferral of the loan repayments or \$400,000 grant.

In providing these options for consideration it should be noted that if Council determine to provide grant funding, or a further loan (e.g. the \$400,000 requested), then Council must provide 28 days of its proposed resolution to grant that financial assistance pursuant to s.358 of the Local Government Act. Therefore, a further report would be needed to be provided to the May Ordinary Meeting to enable Council to pass such a resolution, if proposed notice of that resolution is passed at this meeting.

Financial Implications

There are no direct financial implications from the Council adopting the recommendation in this report, which is to receive the report.

The separate report in Confidential Business on this matter does outline the financial implications of each option.

Risk Implications

As outlined in the report to the Ordinary meeting held on 8 December 2025, risk implications could include:

1. If PVRSC is unable to make the repayments on the \$1,638,398 loan, whether that be 30 June 2026 (original date of first repayment) or some other future date, then it could expose Council to not being able to recover those funds, together with the loan provided to PVRSC in 2020 (current balance of \$698,498) as well as being guarantor on PVRSC's loan with Westpac, which is understood to have approximately \$450,000 owing.
2. Impact to community sport, particularly to basketball users and members of PBDA.

The report in Confidential section of the Business Paper further outlines the financial and risk implications associated with each of the above-mentioned options in response to the Business Case and Strategy of PVRSC.

Conclusion

This report identifies that, in accordance with the resolutions of Council's Ordinary Meeting on 8 December 2025 regarding the Penrith Valley Regional Sports Centre update, Penrith Valley Regional Sports Centre Ltd (PVRSC) has provided Council Officers with a Business and Strategic Plan, as well as financial modelling for the future operation of the facility. The information was received on 15 February 2026 and the details provided have been reviewed by an independent consultant, Otium Planning.

Otium recommend that a mediation takes place between PDBA and PVRSC to seek to come to an agreement to resolve their outstanding issues. This option and other options are further analysed in response to the Business Case provided by PVRSC in the confidential report.

RECOMMENDATION

That the information contained in the report on Penrith Valley Regional Sports Centre Business Plan Review be received.

**ATTACHMENTS/APPENDICES**

There are no attachments for this report

STRATEGIC DIRECTION 5 - WORK TOGETHER

Item		Page
7	<u>Public Exhibition of Integrated Planning and Reporting Documents</u>	47
8	<u>PCC2025-178 - Business Paper System Tender</u>	67
9	<u>Minutes of the Audit, Risk and Improvement Committee (4 March 2026)</u>	73
10	<u>Summary of Investments and Banking for the period 1 March 2026 - 31 March 2026</u>	85



7 Public Exhibition of Integrated Planning and Reporting Documents

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

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

Outcome	<i>We have open and collaborative leadership</i>
Strategy	<i>Deliver an efficient, transparent and accountable service to the community</i>
Principal Activity	<i>Ensure our Integrated Planning and Reporting responsibilities are met</i>

Executive Summary

The purpose of this report is to present the Draft 2025-29 Delivery Program incorporating the Draft 2026-27 Operational Plan (separately enclosed) and the Draft 2026-27 Fees and Charges (separately enclosed) to Council, seeking endorsement to be placed on public exhibition from 27th April to 25th May 2026. This will be the second year of the current 2025-29 Delivery Program.

It is an exciting and challenging time for our City, at the centre of one of Australia’s fastest growing regions with the opportunities that this offers for our community now and into the next decade. Our community has told us that they love the special qualities of Penrith – both the people and our place - and they are positive about the future of Penrith with the opportunities ahead.

These documents provide a complete picture of our proposed actions and projects for the coming 2026-27 year. They continue to build on the work undertaken in 2025 where our community told us about their vision for the City, through a broad engagement process that included the people who live and work here, those with businesses and those who are our strategic partners. Like Council, the community expects that growth will be responsibly managed to ensure that everyone continues to have access to a diverse range of local jobs; better transport and access around our City and across the region; vibrant centres and safe neighbourhoods where communities can connect and thrive; housing choices as our families grow and then change; and responsible management of our assets and resources.

The budget preparation process aims to deliver a balanced Cash Budget that funds the service level needs of the community, however at this stage the Draft 2026-27 Budget process has forecast a cash deficit of \$2.537m. Additionally, operating result before capital grants and contributions for 2026-27 is projected to be a deficit of \$49.947m with a significant Depreciation expense of \$85.5m which is generally used as a guideline for asset renewal requirements as it reflects the consumption of infrastructure over time, failing to invest sufficiently in asset renewal therefore results in an increasing backlog, and continuing this trend over the longer term while maintaining or expanding service levels results in an increasing burden to future communities and a decline in intergenerational equity.

A report summarising the outcomes of the public exhibition and seeking Council’s adoption of the Draft 2025-29 Delivery Program incorporating the Draft 2026-27 Operational Plan and

Draft 2026-27 Fees and Charges, will be presented to Council at the June 2026 Ordinary Meeting.

Background

The Integrated Planning and Reporting (IP&R) Framework is mandated by the NSW State Government for all councils. The framework requires councils to demonstrate how they will deliver on the community's vision, aspirations, needs and expectations.

Whilst IP&R is a statutory requirement, we strive to go beyond this to engage and clearly and openly communicate with our community and other stakeholders to provide a complete picture of all our activities, resources, achievements, challenges and spending. We seek to review and improve our processes and documents over time, in line with the aspirations of our community and the expectations of Council.

Two of the key components of the framework, the 2025-29 Delivery Program incorporating the Draft 2026-27 Operational Plan and the Draft 2026-27 Fees and Charges are being presented to Council, seeking endorsement for the documents to be placed on public exhibition. Following the exhibition, details of all submissions received, and responses will be presented to the Ordinary Meeting of Council scheduled for 29 June 2026. It is a requirement of the Local Government Act to consult with the community on the Operational Plan, and for Council to adopt the Operational Plan before 30 June.

The 2025-29 Delivery Program was endorsed by Council in June 2025 and is Council's 4-year commitment to contribute to the Strategic Directions and Strategies in the Penrith 2041+ Community Strategic Plan and identifies Council's Principal Activities for the four-year term. The Delivery Program seeks to balance addressing the aspirations and expectations of our community with the growth trajectory of our city within the context of our resources.

The Draft 2026-27 Operational Plan is the second instalment of the 4-year 2025-29 Delivery Program and contains specific actions for 2026-27 that aim to continue effective service delivery and progress actions for each Principal Activity. In developing the Draft 2026-27 Operational Plan, information on the development of the 2026-27 Budget was presented to councillors at the 30 March Councillor information/workshop session and then at the 13 April 2026 Policy and Strategy Committee meeting, which included additional information on the Draft Fees & Charges, and also detailed the Rates Structure.

The Draft 2026-27 Fees and Charges component provides full details of Council proposed fees and charges.

Together these documents guide Council's operations for the next 12 months, delivering the services and facilities our community need, and continue to improve Penrith as a place to live, work and visit. Progress reporting on delivery of the 2026-27 Operational Plan will be reported on in the six-monthly Organisational Performance Report and the Annual Report.

Budget Background

The Draft 2026-27 Budget process has produced a Cash Budget deficit of \$2.537m and the operating result before capital grants and contributions for 2026-27 is projected to be a deficit of \$49.947m, this includes a significant Depreciation expense of \$85.5m which is generally used as a guideline for asset renewal requirements as it reflects the consumption of infrastructure over time, failing to invest sufficiently in asset renewal therefore results in an increasing backlog, and continuing this trend over the longer term while maintaining or expanding service levels results in an increasing burden to future communities and a decline in intergenerational equity.

Council's projected position demonstrates the need for further investment in asset renewal, these asset renewal pressures are also felt by many NSW councils and contribute to Penrith's significant asset backlog.

We are challenged by the maintenance of our ageing assets, many of which are approaching the end of their life cycle, coupled with increased community expectations for modern, high-quality and well-connected facilities — evident in the popularity of new recreational and lifestyle offerings such as Gipps Street Recreation Precinct and Regatta Park. Providing this level of service across the many ageing assets is difficult given rising costs which impacts everything from maintenance to new construction, service delivery and workforce sustainability.

Consistent with what many across our community are experiencing, Council is not immune from the challenges of rising costs. This has been apparent in our Long-Term Financial Plan (LTFP) for some time and Council has managed our finances, making prudent and strategic decisions regarding the development of our assets and services within the available resources. The forecast deficit is also set in the context of the current years’ budget which continues to trend towards a deficit position, and at the December quarter was still projecting a \$1.1m deficit. The below table displays the conservative scenario of council’s base case LTFP, along with the sustainable assets scenario which aims to maintain the current asset portfolio at condition 3 or better, in addition to reducing the infrastructure backlog ratio to 2% over the next 10 years.

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Sustainable Assets Scenario	(53,679)	(51,458)	(50,868)	(52,583)	(51,680)	(51,666)	(52,463)	(51,265)	(47,848)
Conservative Scenario	(2,464)	(1,177)	(2,098)	(3,553)	(3,352)	(3,903)	(4,653)	(4,132)	(4,549)

With a \$2.537m cash budget deficit forecast in the next financial year, and deficit budgets identified by our current and previous LTFP, it is now clear that to maintain existing assets and service levels and respond to increasing community expectations we will need to continue to evolve our financial strategy. Our strategy looks at all aspects of our operations including service levels, a range of alternative or increased revenue streams and ongoing productivity and efficiency savings through new technology and process improvements.

Council is actively assessing its capacity to meet the city's future needs and community aspirations. While improvements in productivity and efficiency will help, they alone won't be enough to achieve financial sustainability without reducing or stopping some services.

The context behind the development of next years budget is one where there is significant cost of living pressures, which are driven by several factors. Those impacts are felt in the form of increasing interest rates, fuel price increases as a result of the War in the middle east, general inflation and cost of utilities. These pressures are considered as part of the development of the budget, with any proposed increase aligned to the current inflation rate (which is expected to increase) or below the current inflation rate. Unfortunately, Council is not immune from these impacts.

Taking the rate cap determination from the Independent Pricing and Regulatory Tribunal (IPART) it is proposed to increase rates by 3.7%. Compared to other councils, it is at the lower end of the range of rate increases approved by the Office of Local Government (2.7% to 5.7%). This necessary rate peg reflects the realistic, increasing costs to Council, which appears likely to exceed the 3.7% cap over the next financial year.

Current estimates for Council not applying the annual rate peg would be a cumulative income loss over ten years of around \$70 million. That is considerable when it comes to the costs associated with Council’s aging assets and expected growth of new assets over the next 10 years. Depreciation alone on Council’s assets last financial year was \$71.3 million and expected to be \$85million in 2026-27.

It is also proposed to increase fees and charges by 3.65% on average, noting that total income from fees and charges is expected to be \$2m less next financial year compared to the current year. Again, the average increase is less than the 12 month inflation rate of 3.7% as at the end of February 2026.

Council recognises that residents may at times experience difficulty in paying rates and charges and has a Rates and Charges Hardship Policy. Residents experiencing difficulties paying their rates are encouraged to contact Council’s Rates Team and work with them to negotiate alternative payment arrangements

In response to these pressures, Council has established *Delivering for Penrith*, an organisation-wide program that brings together strategic planning, financial sustainability, workforce capability and asset management. *Delivering for Penrith* aims to provide a clear framework to guide how Council prioritises resources, manages trade-offs, and aligns investment decisions with long-term community outcomes and Council’s financial capacity.

Council officers will continue to monitor for opportunities to reduce the budgeted deficit as the 2026-27 year progresses.

To clarify our direction the financial strategies implemented to improve our financial capacity have been summarised under the acronym “Sustain”.



These seven strategies will provide a framework to guide our approach, set outcomes, assist in decision making, and measure success in achieving ongoing financial sustainability.

Budget and Revenue Policy, and Statutory Statements

The Annual Budget, Revenue Policy, and financial commentary are contained in the Draft 2026-27 Operational Plan. This section of the document includes information regarding Rating Income, Waste Management, Borrowings, Grants, Reserves, Asset Replacement Programs, and Capital and Operating Projects.

The Draft 2026-27 Budget is summarised below:

	2025-26 Original Budget \$'000	2026-27 Draft Budget \$'000	% Change
Income			
Rates	171,973	179,897	4.6
Fees & Charges	120,551	118,430	(1.8)
Grants & Contributions	105,354	107,053	1.6
Net Reserve Movements	(22,218)	(26,769)	20.5
Other Income	21,151	18,948	(10.4)
Total Income	396,811	397,559	0.2
Expenditure			
Employee Costs	165,846	171,065	3.1
Materials, Contracts & Other	121,244	125,434	3.5
Interest Paid	955	791	(17.2)
Principal	3,988	3,235	(18.9)
Capital Works	107,630	99,571	(7.5)
Total Expenditure	399,663	400,096	0.1
Net Cash Budget Position			
Surplus/(Deficit)	(2,852)	(2,537)	

Incorporated into the consolidated budget position presented above is all Domestic Waste related income and expenditure, The Domestic Waste Charge Expenditure for 2026-27 is estimated to be \$50,288,007 and includes collection costs, processing and disposal costs, strategy development, compostable bags, Gipps Street monitoring and maintenance, customer service, education, staffing, allocation to roads and a large number of other components.

Domestic Waste Income is anticipated to be \$53,607,325 and includes domestic waste charges, interest income and other related revenue, the net result of \$3,319,318 is transferred to the Domestic Waste Reserve to cater for future needs such as procurement costs, planning, new technologies and buffering the Domestic Waste Management Charge for any future substantial increases required.

The Domestic Waste function is required to be self-funding. The inclusion of provisions for future events in the calculation of "reasonable cost" requires a management approach that does not leave the burden of abnormally large periodic costs to customers of that time. Present and future customers should face a charging structure based on the notion that an acceptable level of service must be funded to continue in perpetuity.

The development of a DWMC must also be in keeping with the principle that all costs associated with providing a DWM service are taken into account. All waste charges are calculated to cover the cost of domestic waste collection services, landfill, waste processing costs, education, communications, provision for future planning and new technologies and all other associated services. The Domestic Waste Reserve is a "savings account" which is for domestic waste purposes only. It is prudent to ensure that the Reserve has sufficient funds to allow for these provisions as well as buffering the DWMC should any substantial increases required in the domestic waste model.

We are expecting when moving into the next contract that the price of FOGO processing and the processing of the other recovered resources will rise significantly.

We are aware that the waste levy to land fill and all associated costs with the collection and disposal of waste will increase over time significantly.

Potentially entering new contracts in 2029 and the potential to enter new resource recovery initiatives are highly likely. It was always projected to maintain at least a reserve of \$20 Million, but this amount was considered to be what was required in 2019 and has not been indexed. The growth in the waste reserve creates a healthy balance as a tool to reduce the effect of the increased costs associated with meeting government targets and spreading the burden across several years.

The reserve needs to be maintained to cushion shocks from the new contracts and to allow for new process initiation. If we are going to meet our targets (80% diversion from land fill), we will need to consider other alternatives including energy to waste.

As well as supporting a number of initiatives, the reserve continues to support remediation and monitoring of the Gipps Street Recreation Precinct.

Since the commencement of contracts in July 2019, several factors have contributed to increased cost for waste management:

- Collection service costs have increased by 26% (due to fuel, labour and CPI increases)
- Bulky waste collections have increased in both collections booked and kg collected per booking
- Mattress collection and processing costs have greatly increased (currently cost \$970,000 annually including \$25,000 of illegally dumped mattresses)
- Significant funds (Over \$7 million) have been used over the past 5 years for landfill remediation and maintenance work drawn from the Domestic Waste Reserve for rehabilitation of the Gipps Street Landfill for redevelopment and ongoing monitoring
- The Section 88 Waste Levy has continued to increase annually with 2026-2027 set at \$180.20 per tonne of waste sent to landfill and expected to grow above CPI in future years.
- Repayment of an internal loan for the upfront purchase of bins for 2019 contracts is required each year
- Contamination penalty clauses may apply in both the FOGO and Recycling processing contracts and over compaction penalty clauses may apply in the Recycling Processing contract
- From 1 July 2023, the per tonne rate for Recycling Processing will increase \$10 per annum.

In the last nine years, where the Domestic Waste model did not require an increase to cover costs and provided for some funds to the Domestic Waste Reserve, the DWMC either did not increase or increased by CPI only. Maintaining a low Domestic Waste Charge in these years has resulted in the current circumstance where the Domestic Waste Reserve does not have the ability to buffer the higher costs now being experienced.

The proposed increase to the Domestic Waste Charge is in the order of 3.5%. This is similar compared to neighbouring Western Sydney councils, and below the 12 month inflation rate of 3.7% as at February 2026. It should be noted that surrounding councils are working towards the introduction of FOGO services. Fairfield and Parramatta Councils introduced a FOGO service in 2004-2025 and Blacktown City Council commenced a FOGO service in 2025-2026. Council places well below all but one other Western Sydney Council when it comes to the waste charge.

Domestic Waste Management Charge (DWMC) - Comparison other councils

Council	Bin System	Total Capacity (Average Litres/ week)	Main Configuration (Litres)			Bulky Waste Collections p.a.	2025-26 Charge	2026-27 Proposed Charge/ Estimate [^]
			Garbage	Recycling	Organics			
						2 cubic metres (unless specified)	\$	\$
Penrith (FOGO Sustainable Service)	3	430	140 f	240 f	240 w	4 on-call + additional user pays	511	529
Fairfield (FOGO service fortnightly)	3*	480	240 w	240 f	240 f	2 on call	505	523 [^]
Hawkesbury	3	480	240 w	240 f	240 f	1 on call + additional user pays	952	987 [^]
Liverpool	3	380	140 w	240 f	240 f	2 on call	670	690
Blue Mountains	3	380	140 w	240 f	240 f	2 on call	577	598 [^]
Blacktown (FOGO service weekly)	3 **	360	140 w	240 f	240 w	12 on call	674	699 [^]
Cumberland	3	480	240 w	240 f	240 f	4 on call	667	692 [^]
Camden	3	600	120 w	240 w	240 w	2 on call	471	488 [^]
Wollondilly	3	360	120 w	240 f	240 f	2 scheduled	737	764 [^]
Campbelltown	3	380	140 w	240 f	240 f	4 on call (1 cubic metre each)	622	645 [^]

Council Rates for 2026-27

Rates Increase - IPART Rate Peg

In September 2025, the Independent Pricing and Regulatory Tribunal (IPART) announced a rate peg for Penrith City Council for 2026-27 of 3.7%. The rate peg is individualised for each council based on these factors:

Note: These figures below are rounded and equate to 3.6%, however IPART uses non-rounded figures when calculating the separate components of the rate peg, with the non-rounded totals equalling 3.7%.

1. Base cost change (BCC): Labour, asset and other operating costs set at 3.0% for all councils.
2. Emergency Services Levy: Year-on-year changes in council ESL invoices and some previous costs not captured in the rate peg when these increases were subsidised. Set at 0.1% for Penrith City Council.
3. Local government election costs: In 2025-26 IPART allowed for a one off adjustment of 0.2% for the costs of running the 2024 local government elections. For 2026-27 the rate peg is reduced by 0.2% to account for the removal of the prior one-off adjustment.
4. Dam Safety Levy Adjustment: An adjustment for the Dams Safety levy introduced on declared dams from 1 July 2025. Penrith City Council's adjustment was below 0.1% so was not recorded, but was included in the final rate peg as per rounding note above.
5. Population Growth: Excludes prisoner populations, deducts the change in supplementary valuations and adjusts for COVID-19 impacted populations. Set at 0.7% for Penrith City Council as the population increase percentage (1.9%) exceeded the supplementary valuation income increase (1.2%).

Councils can adopt the rate peg or apply to IPART for a higher increase under a Special Rate Variation (SRV).

It is a principle of the Local Government legislation that councils should have regard to achieving intergenerational equity, including ensuring that policy decisions are made after considering their financial effects on future generations and that the current generation funds the cost of its services. Not adding an inflationary amount to rates in any year via the adoption of the rate peg can and does have immediate and ongoing financial implications in future years and may go against these principles.

The last time that Penrith City Council had a 0% rates increase was in 1992 due to the ongoing national financial crisis at the time. From available information, annual rates in 1991 were around \$25.5 million so this meant Council's permissible income in 1992 was impacted by around \$700,000 in that year. Forgoing a single year's rate peg in 1992, compounded annually at an estimated 2.5% rate peg, has led to an estimated current annual income loss of \$1.6 million and a total accumulated loss of about \$37 million since that period. Although some of this may have been offset by Special Rate Variations, lower historical rates also restricted income growth from new properties, compounding the losses.

Current estimates for Council not applying the annual rate peg would be a cumulative income loss over ten years of around \$70 million. That is considerable when it comes to the costs associated with Council's aging assets and expected growth of new assets over the next 10 years. Depreciation alone on Council's assets last financial year was \$71.3 million.

For these reasons, it is proposed that Council adopt the 3.7% rate peg for 2026-27. It is worth noting that the 12-month inflation rate as at February 2026 is 3.7%.

That is expected to worsen into the new financial year. Therefore, it is unlikely that even with the application of the rate peg that it will balance against rising costs of Council programs and projects. In order to ensure the costs of Council services is shared across generations, it is important that the rate peg of 3.7% is adopted.

Land Valuations

The Valuer General last provided the General Valuation of land for our Local Government Area (LGA) with a Base Date of 1 July 2024, and those land valuations were first used for the assessment of rates from 1 July 2025. The same valuations will be used for the assessment of rates from 1 July 2026.

Rate Structure

Council currently applies a rate structure in which rate assessments are based on property valuations (ad valorem) with a minimum amount. This means that rates are based primarily on the land value of the property as determined by the NSW Valuer-General.

Council charges rates on three types of land categories with two Business & Residential sub-categories:

- a. Residential – General, with the following sub-categories:
 - I. Residential – Rural Area (sub-category) (30% lower than the Residential - General rate)
 - II. Residential – Rural 2 to 40 Hectares with dwelling (sub-category) (30% lower than the Residential -General rate)
- b. Farmland (50% lower than the Residential -General rate)
- c. Business – General, with the following sub-categories:
 - I. Business - Penrith CBD (applies to all Business properties within the boundary defined in the maps in the Operational Plan)
 - II. Business - St Mary's Town Centre (applies to all Business properties within the boundary defined in the maps in the Operational Plan).

When considering a Rating Structure, Council may choose one of three types. The options are:

1. Ad valorem rate only
2. Base amount with an ad valorem rate
3. Ad valorem rate with a minimum amount.

An Ad valorem rate is an amount determined by multiplying the land value by a rate in the dollar. A change to an ad valorem rate from the current structure (removing the minimum rate) would considerably lower rates for lower valued apartment and townhouse properties and subsequently increase rates for higher valued properties such as rural properties. This would also diminish rates growth from newly developed strata subdivisions. This effectively means that the impact on the use and demand for Council services of increased population from strata subdivisions will not be met with increase rating income from the increased population.

The use of the minimum rate in a previous reviews of the rates structures showed that a minimum rate does reduce rates for higher valued properties by around 11% when compared to an ad valorem (only) structure.

A Base Amount rates structure is partly made up of a fixed amount levied on each parcel of land, with an ad valorem component added for the remainder. A Base amount must be consistent for each property within a category and total levies from the base amount must not be more than 50% of the total rates income levied. As only part of the total rates bill is calculated on the land valuation, the rates for higher valued properties would reduce. As the minimum rate would also be abolished if Council changed to this structure, the rates for lower valued properties such as apartments and townhouses would also reduce. The reductions for lower and higher valued properties would be offset by increases to mid-valued properties. Previous reviews have showed that as most new development in the City is for lower valued land and strata developments, a change to a Base rate structure would diminish annual rates growth from new developments and is therefore not a preferred rate structure option.

An Ad valorem rate with a minimum amount uses a set minimum amount payable for properties within each category. This is Council's current structure. A rate in the dollar is applied to each property's land value. Should the levy be lower than the set minimum, the Minimum Rate takes effect. The Act stipulates that no more than 50% of income from the rating category can come from the Minimum Rate. Penrith City Council presently receives around 49% of income from Residential properties on the Minimum Rate.

The present Rating Structure (Ad valorem with a Minimum amount) is a hybrid of the "ability to pay" and "benefit received" taxation principles where owners with higher valued properties pay a greater share of the rate burden within the City, with owners of lower valued properties contributing to the benefits they receive through a minimum rate. The minimum rate also allows Council to adequately levy rates on newly developed strata's which make up around 50% of developments. This category of rates is considered appropriate for growth councils.

Rating sub-categories for residential properties in rural areas

Penrith City Council introduced a lower rate for residential properties in rural areas from 1 July 2021 by creating two residential sub-categories. This followed on from many years of representations from rural owners about increasing rates becoming disproportionate to the perceived services received by rural owners.

Properties that are included in these two separate rural sub-categories which receive lower rates are:

- *Residential - Rural Area* – All residential properties in the suburbs of Agnes Banks, Badgerys Creek, Berkshire Park, Castlereagh, Kemps Creek, Llandilo, Londonderry, Luddenham, Mount Vernon, Mulgoa (excluding the re-zoned urban area of Glenmore Park Stage 3), Orchard Hills (excluding the re-zoned urban area of Orchard Hills North), and Wallacia.
- *Residential - Rural 2 to 40 Hectares* – Any residential properties that do not meet the criteria for Residential – Rural area but are between 2 to 40 Hectares in size, contain a dwelling and zoned for non-urban (rural) purposes.

Prior to the introduction of the rural sub-category Council tried many times to find suitable alternative rate structures to provide lower rates for rural owners, however due to restrictive legislation at the time, any options available didn't adequately provide a fair option that didn't disproportionately impact other owners, or didn't benefit enough rural owners.

The rural sub-category only became a viable option for Penrith City Council to use when additional options for rural sub-categorisation came into effect in legislation from 1 July 2021 following a lengthy review of rating legislation by the NSW Government. This new legislation allowed councils to modify their rating structure by using residential sub-categories to allow for differences between areas in relation to: access to, demand for, or the cost of providing services or infrastructure.

The phasing in of a lower rate for rural owners was implemented from July 2021 with a target discounted rate of 30% over four years. An initial 4.5% discount applied to Rural Residential properties from the amount payable in 2020-21 and an additional 6% discount applied in 2022-23. A further 8% discount applied in 2023-24 with a total discounted rate at the time being a 28% lower rate than other Residential properties. In 2024-25 the differential rate was increased to a 30% discounted rate (the target discount over four years) which will continue to be maintained at that differential going forward.

These gradual decreases for rural properties were funded by gradual increases for other property owners (above the annual rate peg increases) to account for the lower rates levied on these rural owners. In effect the lower rate for rural owners is a subsidy provided by all other owners.

Pension Rebates

Council provides eligible pensioners with a pensioner rebate. Council’s policy provides for a rebate of rates and domestic waste charges to a maximum of \$250 (fixed by the local government act). In addition, pensioners are given an additional rebate equivalent to the Stormwater Management Service Charge (applies to urban properties only). Council receives reimbursement from the NSW Government for 55% of all pensioner rebate, excluding the rebate for the Stormwater charges. Around 10,500 properties will receive a pension rebate in 2026-27.

Rates Revenue for 2026-27

Council rates on average will increase by 3.7% in line with the rate peg announced by IPART. For 2026-27, 94% of all rateable properties will be increasing by no more than \$100.

Council currently has 81,053 rateable properties contributing approximately 44% of Council’s total revenue. It is expected that both the Penrith CBD Corporation and the St Marys Town Centre Corporation will request a continuation of Business Sub-category rates to fund their respective activities. A total of \$573,458 will be raised from Penrith CBD rates and \$436,468 will be raised from St Marys Town Centre rates.

Council is required to endorse the Making of the Rates and Charges for 2026-27 under Section 535 of the Local Government Act before rates can be levied. This will take place with the adoption of the 2026-27 Operational Plan at the June Ordinary Meeting. The proposed rates for 2026-27 are shown in the table below with the 1 July 2024 base date land values to be used:

2026-27 RATES LEVY INCOME					
RATE CATEGORY	RATE	MINIMUM RATE 2026-27 \$	MINIMUM RATE INCREASE \$	TOTAL ANTICIPATED GROSS REVENUE \$'000s	NUMBER OF PROPERTIES
Residential	0.0022766	1,353.25	48.25	105,701	71,812
Residential – Rural Area	0.00159362	1,353.25	48.25	17,195	4,670

Residential – Rural 2 to 40 Hectares with dwelling	0.00159362	1,353.25	48.25	1,261	220
Farmland	0.0011383	1,353.25	48.25	5,201	261
Business	0.0029435	1,690.75	60.30	43,130	3,465
Business - Penrith CBD	0.0047796	1,690.75	60.30	3,800	403
Business - St Marys Town Centre	0.0043918	1,690.75	60.30	1,181	221
TOTAL RATING INCOME				\$177,469*	81,053

Note: The revenues identified in this section represent the gross anticipated revenues from the Rates Levy on 1 July 2026 with known rateable properties as at March 2026 and prior to the application of Pensioner Subsidies, part year growth to 30 June 2026, part year growth from July 2026 to June 2027, Provision for Doubtful debts, and other subsidies and abandonments.

Stormwater Charges

The Annual Stormwater Management Service Charge (SMSC) ensures Council can deliver a wide range of stormwater management initiatives essential to the health of the catchment and responding to community expectations.

The maximum charge for urban businesses is capped by legislation at \$25 plus \$25 for each additional (or part of) 350 square metres. These amounts are not indexed each year. For Business properties, Council currently charges below the maximum amount and has set the level at \$22.80. When the SMSC was introduced in 2012 it was agreed to cap the charge at the level of revenue businesses were already contributing to storm water components, hence the reduced charge.

The charge for urban residential properties is set at the maximum amount of \$12.50 for residential strata properties and \$25.00 for non-strata residential properties.

Rural properties and vacant properties are exempt from the SMSC. Pensioners are given a rebate equal to the SMSC, so are effectively exempt also.

The table below shows the estimated SMSC to be levied for 2026-27 and the anticipated number of properties subject to the annual SMSC, and an estimate of the revenue to be generated in 2026-27. Note that some part year SMSC charges are included for new services that come on throughout the year, so the calculation of the number of assessments by the annual charge does not equate exactly to the forecast revenue totals.

2026-27 Stormwater Management Service Charges to be Levied

Stormwater Category	Annual Charge	No. of Properties	2026-27 Total Revenue
Urban Residential			

Residential	\$25.00	45,738	\$1,135,950
Residential (Strata)	\$12.50	14,702	\$180,025
Residential (Pensioner)	\$25.00*	8,331	\$208,275*
Residential (Strata -	\$12.50*	1,356	\$16,950*
Urban Business			
Business	\$22.80 plus an additional \$22.80 for each 350 square metres or part of 350 square metres by which the area of parcel of land exceeds 350 square metres (Business Strata units are apportioned by unit entitlement with a minimum charge of \$5.00)	3,719	\$1,088,239
Total Revenue		73,846	\$2,640,000

*Council's Policy has provided a 100% rebate for eligible pensioners.

Domestic Waste Charges

Domestic Waste Service charges are proposed to be applied to each parcel of rateable land and each occupancy for which the service is available, including vacant land, in accordance with Section 496 of the Local Government Act 1993. The charges will be at the amounts specified in the 2026-27 Operational Plan and 2026-27 Fees & Charges.

Effluent Charges

It is proposed that the annual charges for effluent removal services are applied to each residential occupancy with a single or shared pump out septic tank system at the rates specified in the 2026-27 Operational Plan and 2026-27 Fees & Charges.

Interest on Overdue Rates and Charges

For the purpose of calculating the interest on overdue rates and charges in accordance with Section 566(3) of the Local Government Act 1993, it is proposed that the statutory interest charge that will be announced prior to 30 June 2025 by the Minister for Local Government be used for 2026-27 (10.5% in 2025-26).

Rates Hardship – General

Council's Rates team will continue to deal with everyone experiencing hardship with compassion by accepting payment arrangements and extensions for ratepayers to suit their individual circumstances.

Under Section 564 of the Act, Council provides ratepayers who are unable to meet the quarterly instalment due date with alternative payment arrangements. Customers are able to contact Council by telephone or by email to make a payment arrangement.

Arrangements provide the customer with an opportunity to make weekly, fortnightly, monthly or one-off payments. Many arrangements are only short-term payment extensions while others run over several months. Generally the arrangements are for no longer than six months, with a view to settle the account in full by the end of the financial year. This allows the customer more time to pay, therefore reducing the financial impact on them.

Arrangements that extend beyond six months are carefully analysed as they can cause an unmanageable situation for the ratepayer if the debt increases beyond their future means.

Reserves

Details of Council's Reserves (i.e. quarantined funds held for specific purposes) are included in the Draft 2026-27 Operational Plan. Council's Reserves are divided into Internal Reserves (set up to apply to Council policy) and External Reserves (required by law). Some Reserves are set up to ensure that Council's policies with regard to a particular outcome are safeguarded, while others provide funds for a particular expressed purpose, sometime in the future.

Fees and Charges

As part of the Draft 2026-27 Operational Plan process, Council's Fees and Charges have been reviewed with the proposed increases in the fees set generally in the vicinity of the rate peg. The Draft Fees and Charges section details a description of each item, the 2025-26 charge and the proposed 2026-27 fee or charge.

It should be noted that 9% of Council's fees and charges (103 out of a total 1,186 fees) are Statutory in nature. Council therefore has no discretion in the setting of these fees, and prices are set to comply with statutory legislation.

Children Services' fees have been incorporated into the Fees and Charges document at the amounts recommended by the Board of the Penrith Children's Services Co-operative. The Fees and Charges for Controlled Entities are set and published by those organisations. Fees set by acts of parliament or regulations are included at the current rates, however they are subject to change when the regulations change.

The 2026-27 Domestic Waste Management Charge is calculated for full cost recovery. All waste charges are set by Council to cover the cost of domestic waste collection services, clean up, waste processing/disposal, landfill, education, communications, illegal dumping, provision for future waste service planning, new technologies and associated services.

The Fees and Charges section of the Draft 2026-27 Operational Plan provides for different Domestic Waste Service combinations. A summary of the main services is summarised in the following table:

Domestic Waste Service Main options	Rate per Week \$	Annual Charge \$	Percentage Increase (decrease) %	Anticipated Revenue \$
Vacant Land	1.63	85	0.0	90,440
Sustainable Service	10.17	529	3.5	22,192,079
War on Waste	8.25	429	12.6	13,299
Large Service	12.06	627	3.0	9,687,777
Weekly	15.02	781	2.4	6,009,014
Large Weekly	18.96	986	1.9	3,460,860
Collect & Return	12.06	627	2.0	9,410,643
			Total*	52,112,265

* Inclusive of income from additional bin options

Overall, the average increase in Fees and Charges (including Domestic Waste Charges) included in the Draft 2025-26 Fees and Charges is 3.65%. This percentage increase is lower than the 3.7% Rate Peg announced by IPART which aims to reflect Council’s overall annual costs including labour, asset, other operating costs (i.e. Base Cost Change) and Emergency Service Levy.

The total Fees and Charges category of income is estimated to be worth \$118m, or 30% of Council’s total estimated revenue for 2026-27 of this amount, approximately \$52m or 44% relates to Domestic Waste (note this amount varies from the table above as it also includes Domestic Waste related Interest Income and other related income) which is required to be raised to “self-fund” all expenditure in relation to the Waste function. Therefore, adjusting for Domestic Waste Income, Fees and Charges as a source of total Council income is budgeted at \$66m, or 17% of Council’s total estimated revenue for 2026-27.

Entities

Included in the Draft 2026-27 Budget is a subsidy to Penrith Performing and Visual Arts totalling \$2.656m (2025-26 - \$2.579m).

Long Term Financial Plan (LTFP)

As part of the Council’s Resourcing Strategy Council prepares a 10-year Long Term Financial Plan (LTFP) which is to be updated annually as part of the development of the Annual Budget. The aim of the LTFP is to ensure that Council identifies financial issues at an early stage and reviews their effect on future activities. The LTFP must be reviewed in detail as part of the four yearly review of the Community Strategic Plan. The LTFP process involves four main elements:

- Planning assumptions;
- Revenue forecasts;

- Expenditure forecasts; and
- Sensitivity Analysis.

The LTFP provides a key tool for the development and monitoring of Council's Financial Strategy. The Plan outlines Council's capacity to manage assets and deliver services over the next ten years. Council has a responsibility to manage its resources and finances to ensure its long-term sustainability.

Council's LTFP is based on a set of assumptions which generally relate to those elements that are most likely to affect the overall outcome of the model. Future years' forecasts are linked to the Operational Plan and provide a means of assessing the long-term financial implication of current year decisions. Assumptions made in the plan includes long term forecasts of:

- Rating Revenue
- Development Growth
- Investment Return
- Financial Assistance Grant
- Employee costs
- CPI or other agreed indexations
- Capital works and services programs
- Asset management programs
- Anticipated Loan programs
- Debt Servicing
- Fees and Charges movements
- Changes identified through ongoing improvement and review of services

Detailed modelling (5-10 years) is also undertaken for ICT, Major Projects, and Property Development which is then incorporated into Council's LTFP.

It is important to keep in mind when projecting budgets over such a long period that estimates can alter significantly when assumptions are reviewed, particularly when the variances apply to larger items such as employee costs or rating income. However, the LTFP remains an important planning tool and is regularly updated with current data to ensure its usefulness in providing information for Council's financial planning decisions.

Within this 2026-27 Operational Plan – budget cycle, the Council will include an annual update of our LTFP in around September 2026 in line with the implementation of the Council's Delivering for Penrith program. This change in timing is since the outcomes of the program will inform updates to Council's Long Term Financial Plan, Workforce Management Plan and Asset Management Strategy, which together form Council's Resource Strategy. The program will build a new framework for the development of these plans that will reflect the anticipated growth of the city over the coming decades and the resultant pressures on Council resources.

As outlined in the report, the Council's long term financial position is challenged by the maintenance of our ageing assets, many of which are approaching the end of their life cycle, coupled with the growth in assets and increased community expectations for modern, high-quality and well-connected facilities.

Providing this level of service across the many ageing assets is difficult given rising costs which impacts everything from maintenance to new construction, service delivery and workforce sustainability. The current outlook in terms of Council’s Long Term Financial Position based on a sustainable asset position and conservative position is reflected in the table below, and is based on the best available information at the time of its drafting. As indicated above, the LTFP will be revised and be provided as an update in around September, which will show the full 10-year outlook.

The below table displays the conservative scenario of councils base case LTFP, along with the sustainable assets scenario which aims to maintain the current asset portfolio at condition 3 or better, in addition to reducing the infrastructure backlog ratio to 2% over the next 10 years.

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Sustainable Assets Scenario	(53,679)	(51,458)	(50,868)	(52,583)	(51,680)	(51,666)	(52,463)	(51,265)	(47,848)
Conservative Scenario	(2,464)	(1,177)	(2,098)	(3,553)	(3,352)	(3,903)	(4,653)	(4,132)	(4,549)

Financial Implications

This report and separate enclosure include information regarding the budget preparation process, and the resulting financial position for the Draft 2026-27 Budget which is proposed for public exhibition should it be endorsed by the Council tonight.

The budget preparation process aims to deliver a balanced Cash Budget that funds the service level needs of the community, however at this stage the Draft 2026-27 Budget process has forecast a cash deficit of \$2.537m. Additionally, operating result before capital grants and contributions for 2026-27 is projected to be a deficit of \$49.947m with a significant Depreciation expense of \$85.5m which is generally used as a guideline for asset renewal requirements as it reflects the consumption of infrastructure over time, failing to invest sufficiently in asset renewal therefore results in an increasing backlog, and continuing this trend over the longer term while maintaining or expanding service levels results in an increasing burden to future communities and a decline in intergenerational equity.

The projected deficit represents the cumulative impact of the growth of the organisation, an ageing asset base, and continued provision of services at the level expected by the community. The deficit has also been foreshadowed in recent iterations of Council’s Long Term Financial Plan, this trend is likely to continue unless Council reviews it’s organisational ability to deliver on the future of Penrith by exploring current capacity and funding options, and undertakes community consultation in relation to determining service level and infrastructure needs. It is therefore critical the Delivering for Penrith program progresses in order to develop outcomes that can address Council’s financial position into the future.

Council officers will also continue to monitor for opportunities to reduce the budgeted deficit as the 2026-27 year and further progresses.

The Budget and its financial implications will be publicly exhibited for comment and put forward for final adoption on 29 June 2026.

Risk Implications

All councils in NSW use the IP&R framework to guide their planning and reporting activities. The requirements for IP&R are set out in the Local Government Act 1993 (the Act) and the Local Government (General) Regulation 2021 (the Regulation). The Integrated Planning and Reporting Guidelines explain what councils must do to ensure they comply with their

planning and reporting requirements set out in the Act. The Guidelines are issued under sections 402-406 of the Act and cover the Community Strategic Plan, Resourcing Strategy, Delivery Program, Operational Plan, and Community Engagement Strategy.

In developing the Annual Budget, Council is required to comply with two important pieces of legislation - the Local Government Act 1993 and the Local Government (General) Regulation 2021. Councils must also refer to the Integrated Planning and Reporting Guidelines for Local Government in NSW which outlines the statutory planning and reporting requirements that councils must meet.

The following are the requirements relating to the draft Operational Plan:

- A Council must have a plan (its "Operational Plan") that is adopted before the beginning of each year and details the activities to be engaged in by the Council during the year as part of the Delivery Program covering that year.
- An Operational Plan must include a statement of the Council's Revenue Policy for the year covered by the Operational Plan. The Statement of Revenue Policy must include the Statements and particulars required by the regulations.
- A Council must prepare a draft Operational Plan and give public notice of the draft indicating that submissions may be made to the Council at any time during the period (not less than 28 days) that the draft is to be on public exhibition. The Council must publicly exhibit the draft Operational Plan in accordance with the notice. Under legislation the draft Community Strategic Plan, Delivery Program, and LTFP must also be placed on public exhibition for a period of at least 28 days and community comment.
- In deciding on the final Operational Plan to be adopted, a Council must consider any submissions that have been made concerning the draft plan.
- Council must post a copy of its Operational Plan on the Council's website within 28 days after the Plan is adopted.

The Long Term Financial Plan is reviewed and updated as part of the Annual Budget process to ensure that forward projections reflect the most current assumptions. Long term forecasting minimises financial risk by supporting financial sustainability, transparency, and accountability.

Next Steps

The Integrated Planning and Reporting (IP&R) Guidelines require Council to publicly exhibit, for not less than 28 days, its Draft 2025-29 Delivery Program incorporating the Draft 2026-27 Operational Plan and Draft 2026-27 Fees and Charges. Subject to Council's endorsement tonight, it is proposed to commence the Public Exhibition on Monday 27 April 2026, ending on Monday 25 May 2026.

The Draft Plans will be available for viewing at the Civic Centre, Penrith Library, St Clair Library and the St Marys office or downloading on Council's online engagement portal – www.yoursaypenrith.com.au. Specific extracted copies of the Draft 2026-27 Fees & Charges will be made available at Council operated Childcare Centres and our strategic and community partners will be notified directly.

Notice of the Public Exhibition will be done through Council's communications channels. Public submissions can be submitted by completing the online feedback submission forms, email or letters. All submissions received on the draft documents will be individually acknowledged. This will be followed by a response that reflects Council's established policy or Council's determination of the particular issue.

Council must consider the matters outlined in all submissions. Depending on the nature and complexity of each submission, Council may choose to amend the documents or consider a submission but defer changes until a subsequent period. A full report on public submissions will be provided to Council’s June 2025 Ordinary Meeting.

Section 405 of the Local Government Act requires that; The council must have an Operational Plan that is adopted before the beginning of each financial year, detailing the activities and actions to be undertaken by the council during that year to achieve the Delivery Program commitments.

Following consideration of the information presented at tonight’s meeting, the key dates and next steps are:

27 April – 25 May 2026	Public Exhibition of the Draft 2025-29 Delivery Program incorporating the Draft 2026-27 Operational Plan and Draft 2026-27 Fees and Charges.
June 2026	<p>Report to Ordinary Meeting:</p> <ul style="list-style-type: none"> • Adoption of 2025-29 Delivery Program incorporating the 2026-27 Operational Plan and 2026-27 Fees and Charges. • Making of 2025-26 Rates and Charges

Conclusion

The Draft 2025-29 Delivery Program incorporating the Draft 2026-27 Operational Plan and Draft 2026-27 Fees and Charges have been developed to reflect the priorities and direction established through engagement with Councillors and our community.

As our City goes through this exciting and challenging period of growth and change, our Council is charged with understanding and responding to the aspirations and needs of our community. The vision of our community is clear, telling us through an extensive engagement process that they love the special qualities of Penrith – both the people and our place - and they are positive about the future of Penrith with the opportunities ahead.

We have also heard from our community that the changes that we are experiencing as a City, whilst exciting, also have challenges and the community expects that growth will be responsibly managed to ensure that everyone continues to have access to a diverse range of local jobs, transport, vibrant centres and housing choices. This means that we need to look carefully at our strategy, for managing existing and future assets and resources to ensure a prosperous and cohesive City now and into the future.

Like all councils that are experiencing growth, Council is not immune to the rising cost of living, and the impost that this has on our services from maintenance and construction of new assets through to the delivery of services.

The documents reflect Council’s commitment to effective service delivery and long term fiscal responsibility whilst managing growth in step with the community’s Strategic Directions for the City captured in the Penrith 2041+ Community Strategic Plan.

It is proposed that the Draft 2025-29 Delivery Program incorporating the Draft 2026-27 Operational Plan and Draft 2026-27 Fees and Charges be placed on public exhibition for community comment. It is recommended that Council endorse public exhibition of the draft Integrated Planning (IP&R) documents as outlined in this report.

RECOMMENDATION

That:

1. The information contained in the report on Public Exhibition of Integrated Planning and Reporting Documents be received.
2. In accordance with the Local Government Act 1993 and Local Government (General) Regulation 2021, Draft 2025-29 Delivery Program incorporating the Draft 2026-27 Operational Plan and Draft 2026-27 Fees and Charges be placed on Public Exhibition for 28 days commencing on Monday 27 April 2026, ending on Monday 25 May 2026 (inclusive).
3. The Public Exhibition arrangements are implemented as detailed in this report, and submissions from the community are invited.



ATTACHMENTS/APPENDICES

There are no attachments for this report

8 PCC2025-178 - Business Paper System Tender

Compiled by: Cathy Krimmer, Governance Advisor

Authorised by: Adam Beggs, Head of Governance

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

Executive Summary

To administer Council meetings, committees and information sessions, Council uses a business paper system which supports the development of more than 1,000 reports each year, along with 15 different business paper types, agenda, minutes and action sheets. A recent Request for Tender sought applications from suitable suppliers for implementation of a Business Paper system to meet modern requirements. This report recommends the tender is awarded to Harbour Software Pty Ltd for an initial contract of 5 years, with a possible 2 year extension.

Background

Council meetings need to be transparent, effective, inclusive and orderly, to enable decisions that are based on relevant and quality information, and to enable decisions that respect the diverse needs and interests of the local community. Council's cycle of meetings is underpinned by the production of business papers, minutes and actions which aim to provide timely information, transparency and efficiency for Council decisions. The development of these business papers is supported by a system that manages the drafting, approval and creation of reports, and collation of a business paper for distribution to councillors and the general public (where applicable).

Council has used a single supplier, InfoCouncil Pty Limited, to administer the Business Paper system for the last 20 years. Approximately 200 staff use this system to develop reports. Over time, technology and ways of working have evolved and modern requirements for the Business Paper system include preparation of agenda and reports in a format that is easily accessible online, allows for greater online collaboration between authors and approvers of reports, provides more streamlined approval processes and dashboards which allow clear tracking of progress within timeframes and better integration with other applications being used by officers.

In October 2025, Council advertised a public request for tender via VendorPanel to test the market for a modern Business Paper system solution that would meet Council's existing and future needs. In response to this, 7 suppliers submitted a tender application.

Summary of Tenders Received

The 7 tenderers, as well as the cost to Council over a 5 year period, are included in the table below. Tenderers were asked to provide pricing broken into several components such as implementation, project management, integration, data migration, optional extras and annual licensing. The costs presented below represent a sum of the costs given for implementation, project management, integration and 5 years of licensing. Other costs such as optionals or data migration are excluded.

Company	Cost over 5 years (excluding GST)	Company Address	Owners/Directors
Harbour Software Pty. Ltd.	\$203,500	C/- West Carr & Harvey E13 Federal Mills Park 33 Mackey Street North Geelong Victoria	Michael Craig (Director); David Compton (Director); Caroline Layton (Director)
Infocouncil Pty. Limited	\$243,350	301 / 55 Holt Street Surry Hills NSW	Maree McCahon (General Manager)
Engage Squared Pty Ltd	\$338,100	Level 22, 303 Collins Street, Melbourne, Victoria	Stephen Monk (CEO), Thomas Hiscutt, Justin McPhee (Directors)
Redman Solutions Pty Ltd	\$497,140	5 McIlwraith Avenue, Norman Park Queensland	Michael Redman (Owner)
Experience Digital Pty Ltd	\$508,344	11 Albion Way, Surry Hills, NSW	David Theodorou (Founder & Head of Solution Architecture)
Skillpros Pty Ltd	\$594,000	78 Belmore Road Bringelly NSW	Syed Rehan Iqbal (Director)
Alyve Legal name: Working Three Pty Ltd	\$1,119,150	440 Collins St Melbourne, Victoria	Mark Cameron (CEO), Daniel Cameron (Managing Partner), Cameron McIntyre (Partner, Head of Commercial)

Evaluation of tenders

Each tender was assessed by an evaluation panel (the Panel) consisting of the Chief Information Officer, Governance Advisor, Executive Officer, Governance Support Officer and ICT Applications Support Analyst. A Procurement Business Partner supported the Request for Tender process and undertook the role of Probitry Advisor. Following individual evaluation by Panel members of the non-price criteria, the Panel met and unanimously shortlisted three suppliers, InfoCouncil Pty Ltd, Harbour Software Pty Ltd and Redman Solutions Pty Ltd to give demonstrations on their proposals.

The shortlisted tenderers had demonstrated to the Panel through their written submissions that they had:

- the required capability to deliver a suitable business paper system
- relevant local government experience

- an offering that could potentially be integrated with Council’s existing systems
- an offering that would provide a suitable experience for internal administration of business papers
- an offering that would provide a suitable experience for councillors and the general public; and
- their proposal represented an acceptable delivery risk.

In particular, the three shortlisted tenderers demonstrated a greater level of relevant local government experience and lower risk to Council.

Tenderers that were not shortlisted generally met baseline compliance requirements but did not sufficiently demonstrate direct, comparable experience delivering local government business paper systems; or they proposed solutions that presented a higher business continuity risk. Following shortlisting, only the shortlisted tenderers were further considered for this tender.

Demonstrations by the shortlisted suppliers occurred in late February 2026 and were assessed by the Panel against a range of criteria listed in the table below.

Evaluation Criteria

Criteria
<p>Non-price evaluation criteria (pre-shortlisting):</p> <ul style="list-style-type: none"> • capacity to perform the works • provision of service and program • ICT requirements • local supplier • quality assurance • WHS management capability • environmental management capability
<p>Demonstration Score (shortlisted suppliers only)</p> <ul style="list-style-type: none"> • document management • security and user access • approvals and notifications • mobile device functionality • system support
<p>Cost:</p> <ul style="list-style-type: none"> • implementation and project management • annual licensing over 5 years

A summary of the cost of the shortlisted tenders is provided below:

Company	Cost over 5 years (excluding GST)
Harbour Software Pty. Ltd.	\$203,500
InfoCouncil Pty. Limited	\$243,350
Redman Solutions Pty Ltd	\$497,140

Evaluation of Shortlisted Tenderers

Shortlisted tenderers were provided an opportunity to demonstrate their proposal to the Panel.

InfoCouncil presented a familiar and well established system which met a number of Council’s requirements, such as basic report creation and authorisation, basic dashboards and the potential ability to integrate with PowerBI for more advanced analytics. While InfoCouncil represented a low business continuity risk to Council, there were key features such as limited integration with existing ICT systems, some more manual tasks which would reduce efficiency for staff, and limited ability to collaborate on reports.

Redman Solutions strongly demonstrated the suitability of their solution, *Resolve*, which met Council requirements such as agenda management, publishing of late reports, fast processing of business papers and suitable confidentiality controls. While the tender from Redman Solutions did not represent the same value proposition as the preferred tenderer, the solution presented was highly regarded by each Panel member.

Harbour Software presented a cloud-based system solution which aimed to optimise business processes and efficiencies for Council. In their tender and demonstration, Harbour Software demonstrated extensive experience in working with local government and customising their product to meet the needs of councils. Harbour Software has proposed 2 products, *Doc Assembler* and *DocsOnTap* to meet Council’s needs which were assessed to provide the strongest option for improving meeting planning, agenda building and minutes creation as well as improvements to how business papers are published for use by councillors and the public alongside value for money. This includes functionality for private annotation of papers, configuration for user permissions and live voting.

In addition to meeting Council’s requirements for a Business Paper system, Harbour Software’s tender proposed the lowest price and scored highest overall. Reference checks were undertaken with 2 New South Wales councils who use relevant Harbour Software products for their business papers to gain feedback in relation to their experience with Harbour Software. Feedback was highly favourable in relation to the tenderer’s product and service. Financial checks were conducted which identified no reason why the tender should not be awarded to Harbour Software. Harbour Software is therefore considered by the Panel to be the most advantageous to Council and was unanimously accepted as the preferred tenderer by the Panel.

If Harbour Software’s tender is accepted by Council, officers will commence a change program and expect implementation, piloting and commencement of the system to take approximately 4 months.

TAG Comment

The objective of the Tender Advisory Group (TAG) is to support the Council to achieve fair and equitable tender processes. The TAG, consisting of Head of Governance, Adam Beggs and Chief Financial Officer, Neil Farquharson were briefed on the Business Paper system requirements, the background and the process followed.

The TAG gave consideration to the process followed and the Panel's recommendation in relation to the Business Paper system tender noting that the recommended tenderer proposed the lowest price, was unanimously selected as the highest performing supplier, and demonstrated their ability to meet Council's requirements. The TAG reviewed the evaluation process outlined within the report and is satisfied that the selection criteria has been correctly applied in making the recommendations.

Financial Implications

The costs associated with accepting Harbour Software's tender are within the allocated budget for this project.

Assessment of the preferred tenderer was commissioned. This included independent reference checks, financial analysis, and performance analysis on Harbour Software Pty Ltd. These checks were completed by Equifax Australasia Credit Ratings Pty Ltd. Financial Services have reviewed the financial information provided by the tenderer and have not identified any reason why the contract should not be awarded.

Risk Implications

Implementation of a new Business Paper system presents risks to Council's business continuity, however to mitigate these risks, a structured change management plan including piloting of the new system and retaining the current system for a period of crossover is planned.

Conclusion

Seven tenders were assessed against evaluation criteria for this tender, with 3 suppliers shortlisted to provide demonstrations. As a result of the evaluation, demonstrations and costings, it is recommended that the tender submitted by Harbour Software, at a cost of \$203,500 (excluding GST) for five years be accepted for implementation, noting the option for an additional 2 years subject to satisfactory performance.

RECOMMENDATION

That:

1. The information contained in the report on PCC2025-178 - Business Paper System Tender be received.
2. The tender from Harbour Software for \$203,500 (excluding GST) over a period of 5 years, with an option for an additional 2 years, be accepted to implement Council's Business Paper System.
3. The General Manager be authorised to sign all necessary legal documents in relation to this matter.
4. Variations and amendments that do not materially alter the original scope of the contract be managed under the existing Penrith City Council financial delegations within the approved budgets.



ATTACHMENTS/APPENDICES

There are no attachments for this report.

9 Minutes of the Audit, Risk and Improvement Committee (4 March 2026)

Compiled by: Anthony Robinson, Risk and Audit Manager
Authorised by: Matthew Bullivant, Director Corporate Services
 Andrew Avery, Head of Legal Services

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

Executive Summary

The report provides information on Council’s Audit, Risk and Improvement Committee (ARIC) meeting held on 4 March 2026.

The meeting was chaired by Mr Darren Greentree. Mr Greentree was appointed Chair by Council resolution on 17 November 2025. The meeting was in quorum.

The minutes of the ARIC meeting held on 4 March 2026 are enclosed in Appendix 1 and the Chairperson’s executive summary is outlined within this report.

Chairperson’s Executive Summary of the 4 March 2026 ARIC Meeting

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

Audit Office of NSW Annual Engagement Plan

The Annual Engagement Plan issued by the Audit Office of NSW outlines the details and focus of the upcoming audit of Council’s Financial Statements for the year ending 30th June 2026.

The Audit Office conducts financial and performance audits of local government entities in New South Wales to:

- support reforms aimed at strengthening governance and financial oversight in the sector
- provide greater consistency in the financial reporting and audit process
- improve financial management, fiscal responsibility and public accountability.

More information relating to the Audit of Local Government can be found on the Audit Office website www.audit.nsw.gov.au/our-stakeholders/local-government

Key areas of focus for this year’s audit of Penrith City Council (PCC) include Waste Management, Procurement, Contract Management and Grant Administration. Further areas to be audited, based on key findings from the 2025 sector report on Local Government include Financial Sustainability, Internal Controls & Governance, Artificial Intelligence and Cyber Security.

An In-Camera session was held between ARIC members and the Audit Office of NSW at the commencement of the ARIC meeting, with no material issues being raised.

This year's interim audit commences from 1st June with fair value assessments followed by the Financial Statements audit from 7th September. It is expected audit clearance will be received on 14th October.

Management presented their progress in preparation for the upcoming audit with particular discussion from ARIC around the data migration controls for payroll and other sensitive data as part of the Enterprise Resource Planning System (ERP) implementation. Management advised data migration controls will be in place including the engagement of migration and integration partners.

Financial Performance & Sustainability

PCC's financial position remains a topic of detailed discussion at each ARIC meeting given the projected financial deficits over the near term. ARIC, as part of its charter, continues to remain focussed on the financial performance and sustainability of PCC, particularly management's actions to recover from the current deficit position. The revised financial projections were discussed and showed a modest improvement to reducing this year's deficit.

Major Projects

The delivery of infrastructure, primarily around that required to support the new Western Sydney International Airport and the resultant impact on PCC was again a topic of much discussion. This is an area that ARIC are continuing to monitor closely with management from a financial, operational and project delivery perspective.

Council's Enterprise Resource Planning System (ERP) implementation, its potential impact on other project deliveries and Council's operational priorities were discussed. Management outlined the interdependencies of the ERP system implementation and how this is being managed to ensure any delays or scope changes are aligned with other initiatives and resource allocations.

Organisational Risk & Compliance

ARIC and management reviewed and discussed Council's Risk and Legislative compliance activities. A key topic of discussion related to a tree branch falling and causing minor injury to three children in the Children Services Centre. It was confirmed by management that policy requires annual arborist inspections of trees at the Child Care Centres.

Other risk and compliance matters were covered as part of general discussion of the reports presented. Management also advised that the Executive Leadership Team undertake a deep-dive review of individual strategic risks evaluated against Councils risk appetite and tolerance levels.

Internal Audit recommendations

ARIC reviewed and discussed the Internal Audit update report. Of note were two main areas being the Procurement Framework and Development Compliance. Both require immediate attention as the internal audit has rated them as "Major Improvement Needed".

Procurement processes require attention to address the Procurement Framework non-compliances particularly where delegations have been exceeded and approvals for variations to contracts occurring after the work had commenced.

The Development Compliance audit identified enforcement inconsistencies which may lead to operational and community risk. The key issues identified relate to staffing capacity, workload distribution, management oversight and failure to follow process. Management advised this is being addressed through the recent restructure to improve team performance and accountability. ARIC will continue to monitor progress on both these findings.

Cyber Security

Management provided a detailed update on the organisation's Cyber standing and acknowledged the recent Cyber Security Internal Audit completed by InConsult. InConsult also presented to ARIC addressing their key audit findings and the Cyber uplift being undertaken by management including through the implementation of the new organisational ERP system. Cyber security remains a key focus for management and ARIC.

Conclusion

The draft Minutes of the Audit, Risk and Improvement Committee meetings held on 4 March 2026 are provided in Attachment 1.

RECOMMENDATION

That the information contained in the report on Minutes of the Audit, Risk and Improvement Committee (4 March 2026) be received.



ATTACHMENTS/APPENDICES

1. Reviewed Unconfirmed Minutes of the Audit Risk and Improvement Committee - 4 March 2026	9 Pages	Appendix
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**UNCONFIRMED MINUTES
OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING OF PENRITH CITY
COUNCIL HELD IN THE PASSADENA ROOM, PENRITH
ON WEDNESDAY 4 MARCH 2026 AT 8:30 AM**

PRESENT

Darren Greentree (Chair), Sheridan Dudley and Carl Millington.

Councillor Member

Councillor Ross Fowler OAM

Council Officers

Andrew Moore (General Manager), Matthew Bullivant (Director Corporate Services), Neil Farquharson (Chief Financial Officer - Teams), Ben Collins (Strategic Finance Manager), Cheryl Freeburn (Operational Finance Manager - Teams), Brooke Conroy (Head of Business Excellence), Emma Hunter (Business Improvement Manager), Michael Hughes (Enterprise PMO Manager), Jane Howard (Chief Information Officer), Andrew Avery (Head of Legal Services), Anthony Robinson (Risk and Audit Manager), Anubhav Raizada (Senior Internal Auditor) and Vinay Apte (Risk and Audit Officer).

External Service Provider Representatives

Reiky Jiang (Director Financial Audit, Audit Office of NSW), Dane Parsons (Internal Audit Manager, InConsult - Teams) and William Makdessi (Cyber Risk Lead, InConsult - Teams).

INTRODUCTION

The Chair acknowledged the Indigenous land that Council stands upon, that others online were standing upon, and paid respect to all elders, past present and emerging.

The Chair welcomed Committee members and attendees to the meeting.

APOLOGIES

There was an apology from Robert Hayek, Associate Director – Financial Audit, AONSW.

CONFIRMATION OF MINUTES - Audit, Risk and Improvement Committee Meeting - 10 December 2025

That the minutes of the Audit, Risk and Improvement Committee Meeting of 10 December 2025 be confirmed subject to the removal of the incorrect reference to the annual leave management plan from the outdated policies and procedures item from the Audit Office of NSW - Management Letter for the year ended 30 June 2025 point a.

DECLARATIONS OF INTEREST

Sheridan Dudley declared for the purpose of this meeting that she has completed her term as an ARIC member at the Council of the Shire of Hornsby and was recently appointed as an ARIC member at the Sutherland Shire Council and an Audit and Risk Committee Member at the Bradfield Development Authority and the Advanced Manufacturing Readiness Facility.

General Managers Update

The General Manager provided an update on the following: -

1. A revised meeting cycle has been implemented for the governing body, comprising two public meetings per month and one monthly workshop, with the first workshop scheduled for 30 March. The ARIC noted that revised meeting guidelines and the removal of Councillor briefings may disadvantage newly appointed Councillors, particularly those

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Audit, Risk and Improvement Committee Meeting Wednesday 4 March 2026

- with limited familiarity with Council operations and governance processes.
2. The December Quarter Review reported a small surplus; however, Council is forecasting an overall \$1.1 million deficit, despite funds being returned to insurance and financial management reserves. Management remains confident of achieving a balanced budget by June, noting this may require deferring or ceasing services or projects that have not yet commenced.
 3. Council is monitoring the Silica issue through cross management plans.
 4. Key milestones coming up for large projects like Dunheved Road and Cook Park.
 5. Consultants are working with the internal project team to progress the programme of work focussing on strategic, organisation wide review under the Delivering for Penrith project.

The ARIC raised concerns that the proposed Sydney Plan poses a strategic risk to Penrith's Community Strategic Plan, potentially undermining Council's long-term objectives, and sought clarification on how this risk would be managed.

The General Manager commented that Council has been critical of the draft Sydney Plan due to the absence of implementation, infrastructure, and transport strategies, contrasting this with the more comprehensive St Marys planning framework. Council is actively mitigating this risk through strong advocacy, particularly in alliance with Western Sydney partners, focusing on integrated infrastructure investment and the full delivery of the North-South Rail connection to support Penrith's strategic growth.

DELIVERY PROGRAM REPORTS**STRATEGIC DIRECTION 5 - WORK TOGETHER****1 Audit Office of NSW Annual Engagement Plan**

The Director, Financial Audit at the Audit Office of NSW (AONSW), presented the Annual Engagement Plan and provided the ARIC with information on the following key areas: -

- a) New engagement plan template
- b) Proforma Financial Statements and Fair Value assessments of the IPPE
- c) Capital Expenditure
- d) Grant Income
- e) Development Contributions including Voluntary Planning Agreements
- f) Transition to the new ERP system – System implementation and data migration (HR and Payroll)
- g) Management override of controls (focus on fraud risk) and IT risks including cyber security

The ARIC requested insights on the AONSW Auditor General's focus areas across the local government sector for this year.

The Director, Financial Audit, AONSW, informed, that some of the areas of Auditor General's focus included waste management, procurement, contract management and grant administration

The ARIC noted that Penrith City Council had a higher number of audit focus areas compared with other councils and sought clarification given that only two areas were identified as significant risks.

The Director, Financial Audit, AONSW explained that while only two areas were assessed as significant risks, other areas were included due to factors such as management estimates, new systems implementation, and insights from prior audits.

The Director, Financial Audit, AONSW further discussed the key findings of the 2025 sector

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report for the local government of the AONSW. Some of the areas included: -

- 1) Financial sustainability – 11 councils particularly at risk (not including Penrith City Council).
- 2) Internal controls and Governance around major capital projects - Water supply infrastructure one of the key concern areas.
- 3) Artificial intelligence (AI) – Many councils lacking AI strategy and governance.
- 4) Cyber-Security

RECOMMENDATION

ARIC 1 resolved that the information contained in the report on Audit Office of NSW Annual Engagement Plan be received.

2 2025-26 Financial Statements Project Plan Update

The Operational Finance Manager introduced the report. She provided update on Audit Office engagement and stated that satisfactory progress had been made on planning of interim audit which is scheduled to commence on 13 March 2026.

The ARIC queried whether reconciliations had been completed to 28 February, with management to confirm the approved reconciliation frequency (monthly or quarterly). The Operational Finance Manager advised that information requests have been issued for the interim audit, with key quarterly reconciliations (including loans and Employee Leave Entitlement) prepared as of 28 February to support audit testing. The quarterly cycle otherwise remained unchanged, with the 28 February preparation undertaken solely for audit purposes.

The Operational Finance Manager noted that no comprehensive asset revaluations are expected for the current financial year, while bridge condition inspections are planned but will not be completed by 30 June due to contractor engagement timelines. ARIC queried whether this approach would be acceptable to the Audit Office.

The Director, Financial Audit, AONSW advised that condition assessments can occur independently of revaluations, provided any new asset records or costing information identified are communicated as they may impact valuations. The Operational Finance Manager confirmed that indexation has been accepted for fair value in the interim and any material differences identified through future condition assessments will be reviewed when available.

The ARIC further enquired what data migration controls will ensure completeness, accuracy, and auditability of ERP payroll data. The Operational Finance Manager explained that testing will be undertaken with HR to reconcile Employee Leave Entitlement (ELE) balances between the new and existing systems and to confirm that employee cost data has been accurately migrated.

ARIC queried why there was no detailed Financial Statements Preparation Plan. Management advised that the key elements of the process, including governance, responsibilities, timelines, risk areas, and quality assurance, are documented across various existing mechanisms rather than in a single consolidated plan. ARIC noted the same.

ARIC also queried whether there were any concerns regarding the carrying value of bridges at 30 June 2026. The Director, Financial Audit, AONSW advised that no concerns have been identified at this stage regarding the bridge valuation. Additional benchmarking with neighbouring councils was undertaken in the prior year to gain comfort over the valuation methodology, and indexation may be applied if condition assessments are not available by

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30 June 2026, with alternative audit procedures performed if required.

ARIC queried what data migration controls would ensure the completeness, accuracy, and auditability of ERP payroll data. The Director Corporate Services advised that several mitigation strategies are in place, including engagement of migration and integration partners, internal support resources, and a system overlap period where the legacy system will remain operational after cutover.

RECOMMENDATION

ARIC 2 resolved that the information contained in the report on 2025-26 Financial Statements Project Plan Update be received.

3 Organisational Performance and Financial Review - December 2025

The Strategic Finance Manager joined the meeting at 9:15 am.

The Chief Financial Officer introduced the report.

ARIC enquired whether resourcing constraints affecting Operational Plan actions had been addressed. The Director – Corporate Services advised that most issues have been resolved, including progress on the youth led action plan and filled vacancies in parking officers, with only 7 of 170 actions remaining at risk.

ARIC queried whether the forecasted deficit could worsen before 30 June 2026 and if there were potential offsets to mitigate revenue shortfalls. The Chief Financial Officer confirmed the deficit may reach approximately \$1.1 million by year-end due to pressures in areas such as aquatics and doubtful debt recovery. Some salary savings may partially offset these pressures, but further work will be done to manage budget alignment over the next six months.

ARIC questioned which budget variations represent structural cost pressures, rather than timing or one-off factors. The Strategic Finance Manager advised that while no material structural cost pressures were identified in the December report, a small number of emerging issues are expected to have a more ongoing impact. These include anticipated pressures on the horizon (such as challenges with Ripples), which are likely to be structural rather than timing-related or one-off in nature and will be monitored in future budget updates.

ARIC enquired on what strategy will ensure long term asset sustainability, given the scale of depreciation and asset growth. The Strategic Finance Manager advised that the “Delivering for Penrith” program is addressing this by reviewing community expectations, service levels, workforce planning, and financial modelling to identify gaps.

Further, the ARIC also enquired why the capital revotes were significantly higher than the prior year. The Strategic Finance Manager and the Director Corporate Services jointly explained that the higher capital revotes reflect the scale and complexity of Council’s current multi-year projects. Variations largely arise from phasing and timing adjustments, including challenges with the Dunheved Road project where initial tenders exceeded budgets, requiring alternative contracting approaches.

The ARIC enquired on the probable reasons for misalignment between budget position figures reported in December as against the Quarterly Budget Review Statement (QBRS).

The Strategic Finance Manager explained that the budget position discussion in the report is based around the cash budget deficit / surplus position, whereas the QBRS talks about operating results. The non-cash items are excluded such as depreciation, movements into

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and out of reserves, etc. The ARIC checked if the reconciliation between the two was conducted and requested a copy of it. The Strategic Finance Manager confirmed that the budget position figures / QBRS figures were in line with practice guidelines.

The ARIC concluded by congratulating Penrith City Council for the Gipps Street Recreation Precinct winning National Community Facility of the Year Award.

The Strategic Finance Manager left the meeting at 9:55 am.

Action

1. The Finance team to provide the ARIC with a reconciliation of the budget Position figures reported in December as against the Quarterly Budget Review Statement (QBRs).

RECOMMENDATION

ARIC 3 resolved that the information contained in the report on Organisational Performance and Financial Review - December 2025 be received.

4 Action Items Report

The ARIC Chair introduced the report.

ARIC enquired on the underlying cause for multiple items being deferred to June 2026. (Four out of Five open items from March have been deferred to June.)

The Risk and Audit Manager commented all these items are in progress and will be completed before the next ARIC meeting in June 2026.

RECOMMENDATION

ARIC 4 resolved that the information contained in the report on Action Items Report be received.

5 Major Projects Update

The Acting Head of Business Excellence, Business Improvement Manager and Enterprise PMO Manager entered the meeting at 10:00 am.

The Head of Business Excellence introduced the report with the Enterprise PMO Manager assisting.

The Head of Business Excellence stated the Executive Leadership Team Project Governance Group (ELTPGG) was held recently, where the team presented the same updates on Tier 1 projects. The report highlights varying project statuses, including updates on Cook Park, Coreen Avenue, Dunheved Road, the Nursery, and the ERP Program. Positive progress was also noted for the Andromeda Oval storage and car park upgrade and the Play Space Network upgrades, with 31 play spaces completed.

The ARIC questioned the Tier 1 project which posed the greatest immediate risk to Council's financial position and/or service delivery. The Head of Business Excellence informed that the Dunheved Road project presents the greatest immediate risk due to funding uncertainty and multiple scenario outcomes that may require project descopeing, potentially impacting the full delivery scope and service outcomes.

ARIC enquired on how management was preparing for worst case funding outcomes for Dunheved Road (e.g., refusal of extra funding, cost above \$128m). The Head of Business

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Excellence advised that scenario planning is underway for the Dunheved Road project, including potential descoping of works, access to the \$14m contingency within the \$128m budget, or seeking additional funding if costs exceed the approved amount. Final mitigation actions will be informed following the SP1 outcomes.

ARIC enquired whether delays or scope changes within the ERP Program could potentially impact other corporate priorities or project delivery across the organisation. Management advised that the ERP Program involves multiple interdependencies, and potential impacts on other corporate priorities are monitored through Business Excellence, the EPMO, and governance forums such as ELTPGG to ensure any delays or scope changes are considered alongside other organisational initiatives.

ARIC raised concerns regarding delays caused by Sydney Water affecting the Nursery Upgrade and queried why legal review identified the need for a Part 4 DA late in the process, noting previous ARIC recommendations for earlier legal involvement.

The Head of Business Excellence advised that earlier external planning advice (2022) recommended a Part 5 pathway; however, as the project scope evolved, the planning approach was reassessed and legal advice confirmed a Part 4 DA was required, noting governance frameworks now emphasise earlier legal engagement.

RECOMMENDATION

ARIC 5 resolved that the information contained in the report on Major Projects Update be received.

6 Business Improvement Program March 2026

The Head of Business Excellence introduced the report with Business Improvement Manager assisting.

The Head of Business Excellence commented that the business improvement program report has been streamlined following earlier feedback and highlights early results from several Business Improvement initiatives now moving from improvement into the control phase. Key outcomes include an 18% reduction in recruitment time, improvements linked to ERP and project budget governance, process updates for mobile temporary food services to align with legislation, and progress on the organisational self-assessment to inform the next operational plan.

The ARIC queried how the Business Improvement function will support a smooth ERP go live, including change management, capability uplift, and process stabilisation.

The Head of Business Excellence advised that the ERP program includes dedicated change management and learning roles, with additional third-party training support for the payroll and HR system. Capability and stabilisation will also be supported through subject matter experts involved in system design and build, and departmental change champions to assist with training and implementation across the organisation.

Head of Business Excellence, Business Improvement Manager and Enterprise PMO Manager left the meeting at 10:38 am.

RECOMMENDATION

ARIC 6 resolved that the information contained in the report on Business Improvement Program March 2026 be received.

7 Organisational Risk and Compliance Update

The Risk and Audit Manager introduced the report.

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The ARIC requested management to expand on high-rated and eventuated risks.

The Risk and Audit Manager highlighted several eventuated incidents, including project delays associated with Sydney Water, a serious incident in Children's Services where a tree branch fell on three children, causing minor injuries (currently under investigation), and an evacuation of the Civic Centre due to a fire panel technical issue. In addition, several high-rated risks relate to asset management, including road degradation linked to the Delivering Penrith project, with action plans in place and timeframes under review.

The ARIC queried whether the Council has a policy requiring annual arborist inspections of trees at childcare centres and whether the tree involved in the incident had been inspected within the required timeframe.

The Director – Corporate Services confirmed that the council has a risk-based tree management policy, with annual inspections at high-risk locations such as childcare centres conducted by qualified arborists in line with industry standards. The tree had been inspected in November 2025, and no remedial work was identified at the time; a subsequent inspection triggered by a weather event identified some branches to be pruned, however the branch that later failed was not identified for pruning. Council considers its processes consistent with policy and best practice.

Further, the ARIC requested management to provide further details in writing on the Serious Incident Notification from Children's Services.

The ARIC also questioned what progress had been made in identifying, rating, and managing the organisation's strategic risks.

The Risk and Audit Manager advised that a strategic risk program is in place, with the Executive Leadership Team (ELT) undertaking deep-dive reviews of individual strategic risks, supported by risk analysis, SWOT assessments, and evaluation against Council's risk appetite and tolerance. Actions and improvement areas are agreed and tracked, and the ARIC suggested incorporating strategic risk deep dives in future ARIC meetings to allow greater oversight and input.

Action

1. The Risk and Audit Manager to provide further information to the ARIC on the Children's Services Serious Incident Notification.

RECOMMENDATION

ARIC 7 resolved that the information contained in the report on Organisational Risk and Compliance Update be received.

8 Internal Audit Update

The Internal Audit Manager, InConsult joined the meeting via Teams at 10:45 am.

The Risk and Audit Manager introduced the report with Senior Internal Auditor supporting.

The ARIC highlighted that the procurement framework needed immediate attention, particularly around management of delegations and approvals for variation before the work commences. The Chief Financial Officer confirmed the organisation's commitment to implementing all recommended improvements identified in the Procurement internal audit by December 2026.

The ARIC enquired on the reasons behind longer time frames for completion (July 2027) for three recommendations in the development compliance report relating to annual program of potential industrial site audits, options for issuing Penalty Notices through suitable programs

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and integration of key operational systems and other hardware to enable secure access to InfoStore and other programs from the field.

The question was taken on notice and will be added as an action item.

The ARIC raised concerns relating to Development Compliance audit report that, although policies and procedures are in place, compliance and enforcement appear inconsistent, leading to operational and community risks. ARIC questioned whether the root cause relates to staffing capacity, workload distribution, management oversight, or failure to follow existing processes, noting significant workload disparities and delays in development compliance activities.

The Internal Audit Manager, InConsult advised the key issues relate primarily to team structure, management oversight, and the allocation of work, noting the importance of ensuring tasks are assigned to the appropriate staff while balancing KPI requirements.

The Director – Corporate Services commented the compliance team has recently been restructured to strengthen leadership, management oversight, and operational focus, while addressing capability gaps, workload disparities, and recruitment needs, with changes underway to improve team performance and accountability.

ARIC observed that multiple audits, including procurement, development compliance, and location visits, revealed compliance issues despite policies, procedures, and training being in place.

ARIC suggested review of the internal audit rating of “some improvements needed” for the Jamisontown Children’s Centre Location Visits audit. ARIC opined that it understated the seriousness of the identified risks, particularly those affecting child safety such as WHS, fire safety, and tree assessments.

The Risk and Audit Manager confirmed that the same will be reviewed.

Finally, the ARIC commended the Internal Audit team for their thorough, detailed and timely work, noting significant improvements and the valuable issues raised since the last review.

The Internal Audit Manager, InConsult left the meeting at 11:05 am.

Action

1. A review should be conducted by the Risk and Audit Manager of the “some improvements needed” rating for the Jamisontown Children’s Centre audit.
2. The Audit and Risk Manager should provide the ARIC with the reasons behind longer time frames for completion (July 2027) for three recommendations in the development compliance report relating to annual program of potential industrial site audits, options for issuing Penalty Notices through suitable programs and integration of key operational systems and other hardware to enable secure access to InfoStore and other programs from the field, in consultation with the Head of Environmental Health and Compliance.

RECOMMENDATION

ARIC 8 resolved that the information contained in the report on Internal Audit Update be received.

9 Report on Implementation of Outstanding Audit Recommendations

The Senior Internal Auditor introduced the report with the Risk and Audit Manager supporting.

The ARIC questioned if the management could provide ARIC with closure rates specifically for high-risk items, rather than aggregated totals?

This is Page No 8 of the Unconfirmed Minutes of the Audit, Risk and Improvement Committee Meeting of Penrith City Council held in the Pasadena Room on Wednesday 4 March 2026

Audit, Risk and Improvement Committee Meeting Wednesday 4 March 2026

The Senior Internal Auditor informed that the current closure rate specifically for high-risk items was 72%. He also confirmed that the recommendation has been noted and future reports will contain the closure rates for high-risk items as instructed.

ARIC raised concern over the overdue fire safety inspection for Erskine Park Children's Centre.

The General Manager confirmed that it was a part of the broader 550 locations fire safety programme and would be conducted very soon.

Action

1. Future outstanding Internal Audit recommendation reports to contain the closure rates for high-risk items.

RECOMMENDATION

ARIC 9 resolved that the information contained in the report on Report on Implementation of Outstanding Audit Recommendations be received.

10 ICT Cyber Security Update

The Chief Information Officer introduced the report.

The Cyber Risk Lead, InConsult joined via Teams at 11:10 am.

The Chief Information Officer (CIO) reported on the standing cybersecurity items for the period, including any cyber incidents since the last review, ongoing safety awareness initiatives, and engagement with business units to ensure cybersecurity remains a priority when using organisational systems. The CIO acknowledged the recent Cyber Security internal audit completed by InConsult.

The Cyber Risk Lead, InConsult highlighted that some audit findings were linked to Council's ongoing ERP uplift, meaning several issues would be resolved as the implementation progresses. They noted that many recommendations—particularly under the Essential Eight and planning and governance areas—mainly involve updating or formalising policies and documentation, representing relatively quick wins, with Council already close to the target maturity level. However, the Cyber Risk Lead emphasised safeguarding information systems—specifically information asset management and third-party risk management—as the most critical areas requiring immediate action, as supply-chain and third-party vulnerabilities are currently a primary attack vector for cyber security in councils.

Cyber Risk Lead, InConsult left the meeting at 11:35 am.

RECOMMENDATION

ARIC 10 resolved that the information contained in the report on ICT Cyber Security Update be received.

GENERAL BUSINESS

The next ARIC meeting will be on 10 June 2026.

Action

1. ARIC meeting dates for the review of the draft unaudited financial statements and endorsement of the financial statements to be referred to Council need to be confirmed.

There being no further business the Chairperson declared the meeting closed the time being 11:47 am.

This is Page No 9 of the Unconfirmed Minutes of the Audit, Risk and Improvement Committee Meeting of Penrith City Council held in the Pasadena Room on Wednesday 4 March 2026

10 Summary of Investments and Banking for the period 1 March 2026 - 31 March 2026

Compiled by: James Legarse, Treasury and Operations Accountant

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

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

Executive Summary

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

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

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

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

- Council portfolio current month’s yield 4.54%
- Council portfolio annualised yield to date 4.71%
- 90-day Bank Bill Swap Rate (Benchmark) 4.18%
- Enhanced 90-day Bank Bill Swap Rate (Benchmark – BBSW + 30bps) 4.48%
- Original Budget estimated return (2025/26 Financial Year) 4.25%

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

Current Situation

A Summary of Investments is shown in Appendix 1, including Economic Commentary for March 2026, Historical Investment Performance Analysis tables and charts, a reconciliation of Invested Funds for February 2026 and various Investment Summary and Investment Portfolio analysis tables and charts.

The Reserve Bank of Australia (RBA) last met on 17 March 2026. In that meeting the Board increased the cash rate target by 25 basis points to 4.10 per cent, reflecting a renewed intensification of inflationary pressures in the second half of 2025 and rising risks to inflation remaining above target for longer. While some of the inflation pick-up reflects temporary factors, capacity pressures have increased due to stronger-than-expected private demand, a tightening labour market, and strong housing activity. Financial conditions have tightened modestly, though credit remains readily available and the full effects of earlier rate cuts are yet to be realised. With inflation expectations rising and significant domestic and global

uncertainties - particularly from geopolitical developments - the Board judged risks to be tilted to the upside and policy action warranted. The decision was made by majority, with five members supporting the increase and four preferring no change, and the Board will continue to closely monitor economic and financial conditions in pursuit of price stability and full employment.

Financial Implications

Adopting the recommendations of this report confirms Council’s investment returns are favourably exceeding the Original Budget, as well as outperforming the benchmark for the month. Having said that, we will need to continue to monitor the returns against the budget over the remaining 4 months of the financial year, as the monetary policy position of the RBA change.

More detailed Financial Implications are contained in Appendix 1.

Risk Implications

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

Conclusion

This report confirms that the Council’s investments have been placed in accordance with relevant legislation/regulations, the Council’s Investment Policy and highlights the Council’s investment performance for March 2026. Additionally, the report assures the Council that Council’s Cash Book and Bank Statements have been reconciled.

Certificate of Responsible Accounting Officer

I hereby certify the following:

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



Neil Farquharson

RECOMMENDATION

That:

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



ATTACHMENTS/APPENDICES

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

Penrith City Council
Summary of Investments
31 March 2026

Commentary

The Reserve Bank of Australia (RBA) last met on 17 March 2026. In that meeting the Board increased the cash rate target by 25 basis points to 4.10 per cent, reflecting a renewed intensification of inflationary pressures in the second half of 2025 and rising risks to inflation remaining above target for longer. While some of the inflation pick-up reflects temporary factors, capacity pressures have increased due to stronger-than-expected private demand, a tightening labour market, and strong housing activity, alongside higher fuel prices linked to ongoing conflict in the Middle East. Financial conditions have tightened modestly, though credit remains readily available and the full effects of earlier rate cuts are yet to be realised. With inflation expectations rising and significant domestic and global uncertainties - particularly from geopolitical developments - the Board judged risks to be tilted to the upside and policy action warranted. The decision was made by majority, with five members supporting the increase and four preferring no change, and the Board will continue to closely monitor economic and financial conditions in pursuit of price stability and full employment.

It is to be noted, as illustrated in Graph 1 of this report, both Council's benchmarks of BBSW monthly return and Enhanced BBSW have been surpassed in March 2026, showing the impact of the continued improvements in interest rates being invested.

Australia's 10-year government bond yield has fallen below 5% to a two-week low, easing from multi-decade highs as investors weigh the economic risks from the ongoing Middle East conflict. The war has heightened concerns about weaker global growth alongside persistent inflation, particularly given risks to oil supply through the Strait of Hormuz, despite tentative signals of possible de-escalation. For Australia, inflationary risks remain elevated, and markets are pricing a roughly 65% chance of another rate hike at the May 5 meeting, although expectations for the peak cash rate have eased slightly to around 4.66%.

Australia's annual inflation eased slightly to 3.7% in February 2026, below expectations but still above the RBA's 2-3% target, with goods inflation slowing due mainly to lower fuel, transport, and discretionary item prices. However, services inflation remained elevated, and housing and recreation prices accelerated, while the trimmed mean CPI edged down to 3.3%, signalling inflationary pressures remain persistent despite the flat monthly outcome. The February 2026 unemployment rate rose to 4.3%, marginally higher than previous period's result of 4.1%. Noting, March 2026 result has not been published at the time of writing this report.

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

Council portfolio current month's yield	4.54%
Council portfolio annualised yield to date	4.71%
90-day Bank Bill Swap Rate (Benchmark)	4.18%
Enhanced 90-day Bank Bill Swap Rate (Benchmark – BBSW + 30bps)	4.48%
Original budget estimated return (2025/26 Financial Year)	4.25%

Penrith City Council
Historical Investment Performance

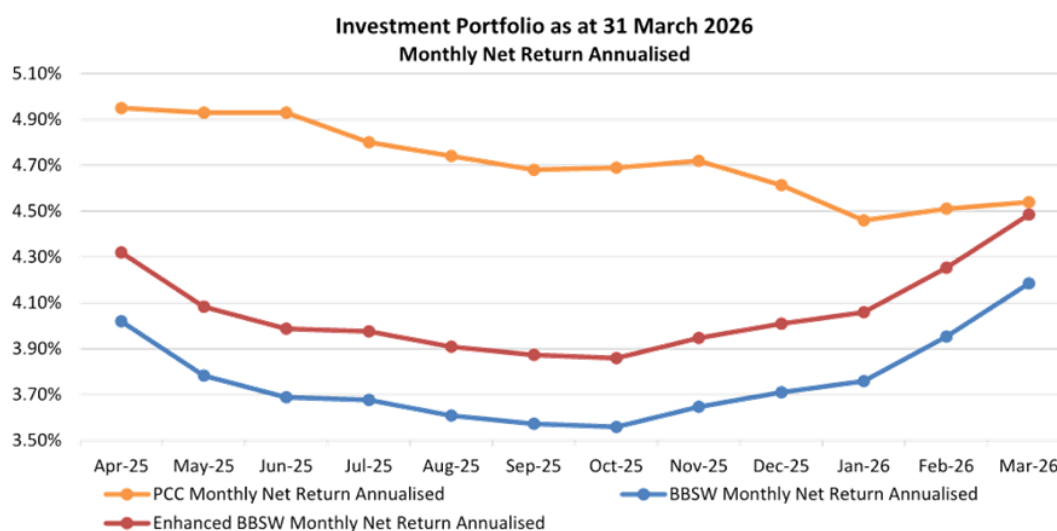
Table 1

	Actual Portfolio Monthly Return	Benchmark (BBSW)	Enhanced Benchmark (BBSW+30bps)
Current Portfolio Yield (including FRNs)	4.54%	4.18%	4.48%
Past 12 Month Portfolio Performance	4.71%	3.76%	4.04%
Portfolio Return for the Period	0.38%	0.35%	0.37%

Portfolio Yield (Actual Versus Benchmark)

The annual weighted average income return on investment for Marh 2026 was 4.71%. This graph tracks performance over time and shows that the yield has ranged between a high of 4.95% and a low of 4.46% over the last 12 months. The reportable month's result has surpassed the BBSW monthly return benchmark.

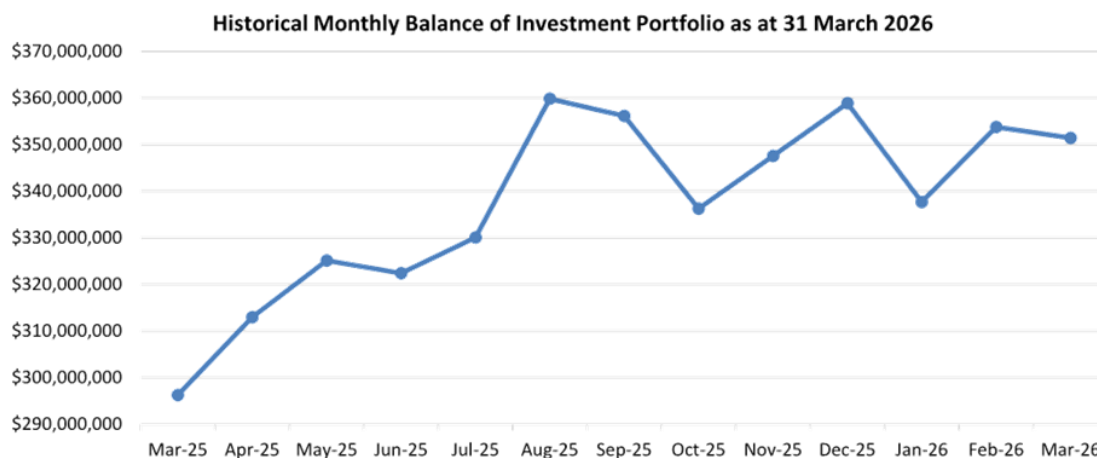
Graph 1



Annual Portfolio (Actual)

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

Graph 1.1



Penrith City Council

Investment Summary by Asset Group and Monthly Movement

Table 1.1

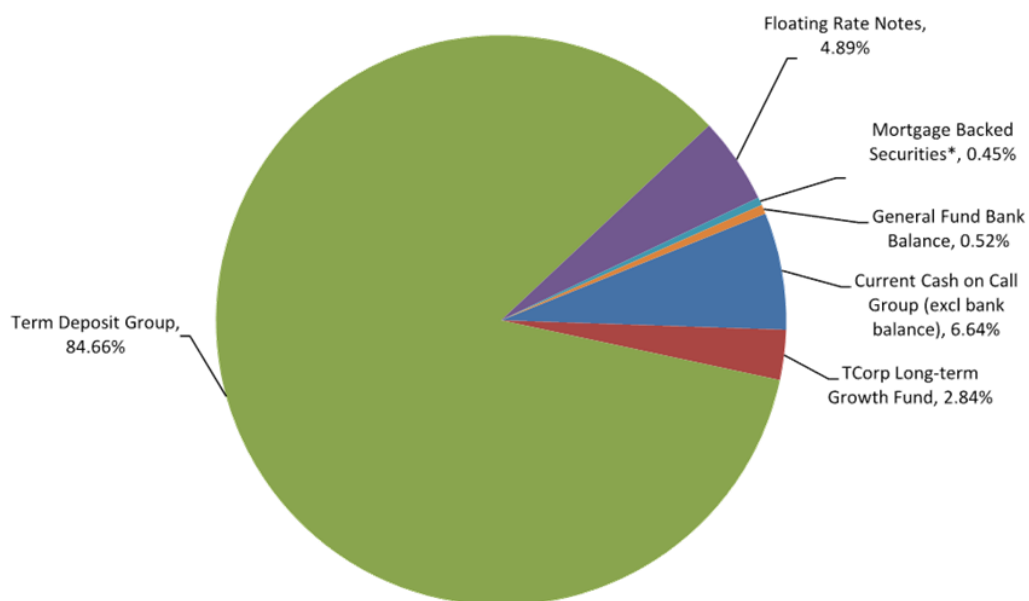
Asset Group	Closing Value (Face Value) 28 February 2026		Closing Value (Face Value) 31 March 2026	
	\$	%	\$	%
Current Cash on Call Group (excl bank balance)	26,656,097	7.54%	23,330,944	6.64%
TCorp Long-term Growth Fund	10,498,644	2.97%	9,972,606	2.84%
Term Deposit Group	294,000,000	83.11%	297,500,000	84.66%
Floating Rate Notes	17,200,000	4.86%	17,200,000	4.89%
Mortgage Backed Securities*	1,578,416	0.44%	1,578,416	0.45%
Sub-Total	349,933,157		349,581,966	
General Fund Bank Balance	3,820,503	1.08%	1,842,652	0.52%
Total	353,753,660	100%	351,424,618	100%

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

March 2026 Investments % Allocation by Asset Groups

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

Graph 1.2



Penrith City Council

Reconciliation of Invested Funds and Monthly Movement

Table 1.2

	Period Ending 28 February 2026		Period Ending 31 March 2026	
	\$	%	\$	%
Represented by:				
Externally Restricted Assets				
Section 7.11 Developer Contributions	125,431,298	35.46%	126,794,224	36.08%
Restricted Contributions for Works	5,303,659	1.50%	6,068,180	1.73%
Unexpended Grants*	53,658,547	15.17%	53,347,436	15.18%
Unexpended Loan Funds	13,396,115	3.79%	13,113,284	3.73%
Other Externally Restricted	17,855,634	5.05%	18,116,483	5.16%
Total	215,645,253		217,439,607	
Internally Restricted Assets - Funding of Operations				
Internal Reserves	101,383,315	28.66%	104,477,579	29.72%
Security Bonds and Deposits - Payable	24,292,018	6.86%	24,448,658	6.96%
Total	125,675,333		128,926,237	
Restricted Assets Utilised in Operations				
Unrestricted Invested Funds	12,433,074	3.51%	5,058,774	1.44%
Total Invested Funds	353,753,660	100.00%	351,424,618	100.00%

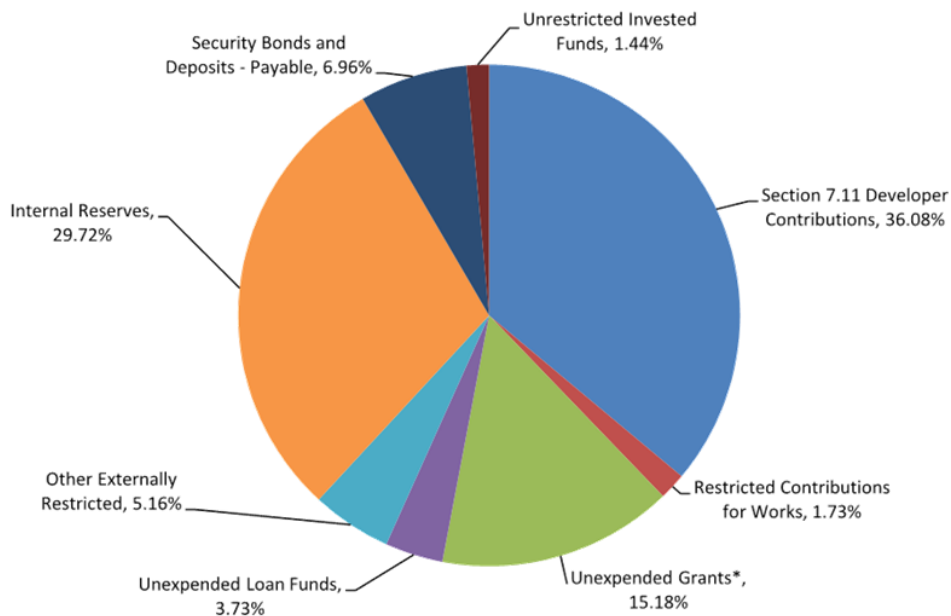
*Balance may be in deficit when funds are spent in advance of grant payment date to the Council.

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

March 2026 Investments % Allocation by Cash Reserve Type

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

Graph 1.3



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

Table 1.3

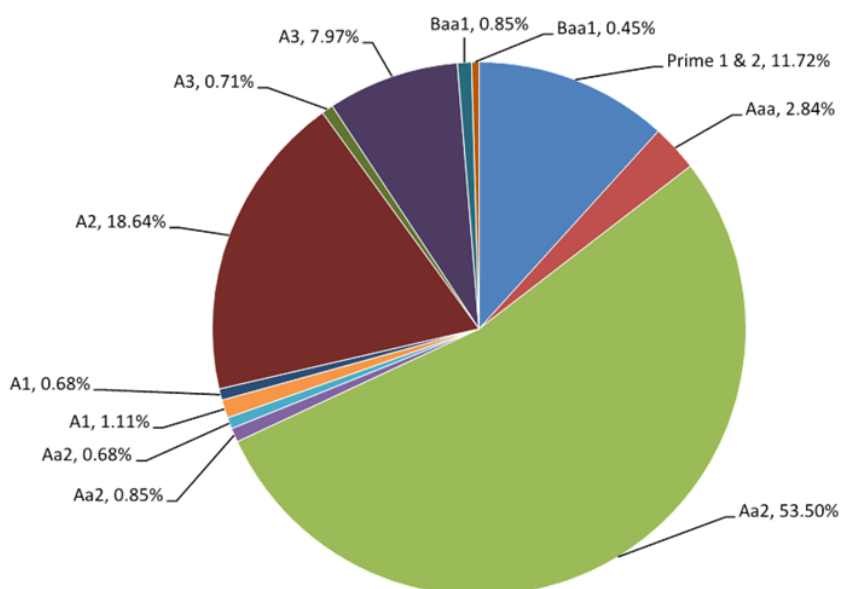
		31 March 2026		
Credit Exposure	Bank/Financial Institution	\$ Utilised	% Portfolio	% Policy Maximum
Short Term				
Prime 1	CBA, NAB & Westpac	34,173,596	9.72%	100% (40% per institution)
Prime 2	AMP Bank, BOQ ING Bank & Rabobank	7,000,000	1.99%	5% (10% per institution)
Prime 1 & 2		41,173,596	11.72%	
Long Term				
Aaa	TCorp Long-term Growth Fund	9,972,606	2.84%	100% (40% per institution)
Aa2	Term Deposit (CBA,WBC & NAB)	188,000,000	53.50%	100% (40% per institution)
Aa2	Floating Rate Note (WBC)	3,000,000	0.85%	100% (40% per institution)
Aa2	Floating Rate Note (NAB)	2,400,000	0.68%	100% (40% per institution)
A1	Floating Rate Note (Suncorp)	3,900,000	1.11%	40% (25% per institution)
A1	Floating Rate Note (Macquarie Bank)	2,400,000	0.68%	40% (25% per institution)
A2	Term Deposit (Rabobank Australia Ltd)	65,500,000	18.64%	40% (20% per institution)
A3	Floating Rate Note (ING Bank)	2,500,000	0.71%	20% (10% per institution)
A3	Term Deposit (ING Bank)	28,000,000	7.97%	20% (10% per institution)
Baa1	Floating Rate Note (Bank of Queensland)	3,000,000	0.85%	Grandfathered
Baa1	Mortgage Backed Securities (Barclays Capital) *	1,578,416	0.45%	Grandfathered
Sub-Total		310,251,022	88.28%	
Total		351,424,618	100.00%	

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

March 2026 Investments % Allocation by Moody's Fund Rating

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

Graph 1.4



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

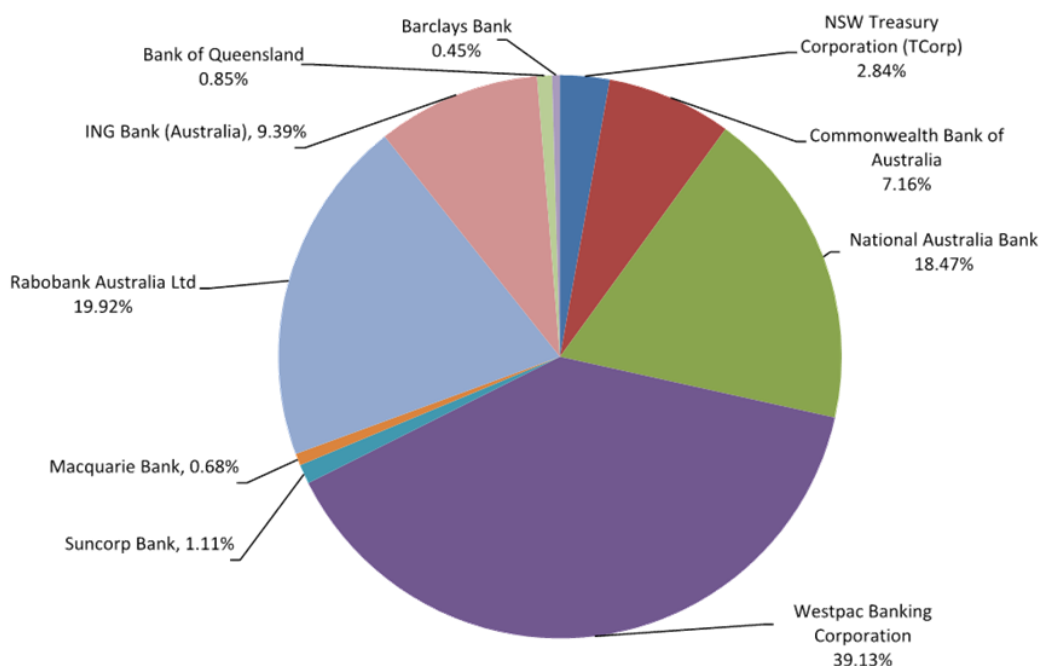
Table 1.4

Dealing Bank	31 March 2026			
	Short Term	Long Term	Investment	% Allocation
NSW Treasury Corporation (TCorp)	Prime 1	Aaa	9,972,606	2.84%
Commonwealth Bank of Australia	Prime 1	Aa3	25,173,596	7.16%
National Australia Bank	Prime 1	Aa3	64,900,000	18.47%
Westpac Banking Corporation	Prime 1	Aa3	137,500,000	39.13%
Suncorp Bank	Prime 1	A1	3,900,000	1.11%
Macquarie Bank	Prime 1	A2	2,400,000	0.68%
Rabobank Australia Ltd	Prime 2	A2	70,000,000	19.92%
ING Bank (Australia)	Prime 2	A3	33,000,000	9.39%
Bank of Queensland	Prime 2	Baa1	3,000,000	0.85%
Barclays Bank	Prime 2	Baa1	1,578,416	0.45%
Total Investment			351,424,618	100.00%

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

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

Graph 1.5



Confidential Business
DELIVERY PROGRAM REPORTS
CONTENTS

Pecuniary Interests

Other Interests

Monday April 20 2026

Item	Page
1 Presence of the Public	1
2 <u>Development proposal 114-116 Henry St, Penrith</u>	2
3 <u>Penrith Valley Regional Sports Centre Operations</u>	2
4 <u>PCC2025-325 Cook Park Precinct Upgrade</u>	2

1 Presence of the Public

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

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

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

The matters and information are the following:

- (a) personnel matters concerning particular individuals (other than Councillors);
- (b) the personal hardship of any resident or ratepayers;
- (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business;
- (d) commercial information of a confidential nature that would, if disclosed:
 - prejudice the commercial position of the person who supplied it; or
 - confer a commercial advantage on a competitor of the Council; or
 - reveal a trade secret.
- (e) information that would, if disclosed, prejudice the maintenance of the law;
- (f) matters affecting the security of the Council, Councillors, Council staff or Council property;
- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege;
- (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 Council makes its decision on whether to close the part of the meeting or not to the public.
- if no member/s of the public wish to make representations the Chairperson can then put the motion to close the meeting to the public.

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

RECOMMENDATION

That:

Strategic Direction 5

2 [Development proposal 114-116 Henry St, Penrith](#)

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

Strategic Direction 4

3 [Penrith Valley Regional Sports Centre Operations](#)

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

4 [PCC2025-325 Cook Park Precinct Upgrade](#)

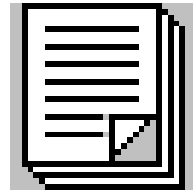
This item has been referred to Confidential Business as the report refers to commercial information of a confidential nature that would, if disclosed (i) prejudice the

commercial position of the person who supplied it; or (ii) confer a commercial advantage on a competitor of the Council; or (iii) reveal a trade secret and discussion of the matter in open meeting would be, on balance, contrary to the public interest.



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ATTACHMENT



Date of Meeting: 20 April 2026

Delivery Program: Strategic Direction 5

Service: Financial Services

Report Title: 2025-2026 Voted Works

2025-26 VOTED WORKS
as at 20 April 2026

Meeting Approved	Ref	Description of Allocation	Amount \$	Expenditure	Manager Responsible
SOUTH WARD					
Amount Available for 2025-26					
		Funds brought forward from 2024-25	246,140		
		2025-26 Funds	53,000		
		Total Vote for 2025-26	299,140		
Amounts Allocated					
29-Apr-24	2	Nighttime Live Performance Partnerships**	5,000	-	CACP
12-Aug-24	13	Acceptance of Grant Funding - Natural Disaster Relief Assistance*	25,000	19,054	MP
26-Aug-24	1	Penrith Mayoral Challenge - Monfarville Reserve*	15,000	14,190	MP
26-May-25	UB1	Nepean Business Network Annual Event	1,000	1,000	CACP
25-Aug-25	NM3	Vegetation Clearing - Communications Plan	4,000	373	COM
25-Aug-25	UB3	Nepean Evening View Club	305	305	CACP
25-Aug-25	UB2	The Haven - Fridge Replacement	433	433	CACP
25-Aug-25	UB1	Penrith Rotary Club - Annual Duck Race	1,667	1,667	CACP
27-Oct-25	UB5	Sales Park, Luddenham Installation of Trial Barriers	1,620	1,620	CF
27-Oct-25	UB3	Emu Plains Girl Guides Bush Tucker Community Garden & Pantry Project	200	200	CACP
27-Oct-25	UB4	TOTS Blanket Charity	670	670	CACP
17-Nov-25	UB1	120th Annual Luddenham Show	2,000	2,000	CACP
17-Nov-25	UB2	RAW Penrith	350	350	CACP
8-Dec-25	UB1	WFUNA International Model United Nations 2026	100	100	CACP
15-Dec-25	UB1	Love Bites Senior and Love Bites Junior Program	2,000	2,000	CACP
2-Feb-26	UB4	Donation to the Heart Foundation MG ACTIVE Walk for Tobes	1,000	1,000	CACP
23-Feb-26	UB1	Kingswood High School - "Celebrating Our Seniors"	167	167	CACP
23-Feb-26	UB2	Nepean Research Foundation	667	-	CACP
23-Feb-26	UB3	Emu Plains ANZAC Day Service	459	459	CF
23-Mar-26	UB1	Share the Dignity Program	3,453	-	LS
			65,090		
TOTAL VOTE UNCOMMITTED FOR SOUTH WARD			234,050		
NORTH WARD					
Amount Available for 2025-26					
		Funds brought forward from 2024-25	335,647		
		2025-26 Funds	53,000		
		Total Vote for 2025-26	388,647		
Amounts Allocated					
29-Apr-24	2	Nighttime Live Performance Partnerships**	5,000	-	CACP
12-Aug-24	13	Acceptance of Grant Funding - Natural Disaster Relief Assistance*	25,000	19,054	MP
26-Aug-24	1	Penrith Mayoral Challenge - Monfarville Reserve*	15,000	14,190	MP
28-Apr-25	UB2	Hoa Tek Chiem and Kim Heang Gau - Buzzy Bee's Burger House***	931	931	CACP
26-May-25	UB1	Nepean Business Network Annual Event	1,000	1,000	CACP
25-Aug-25	NM3	Vegetation Clearing - Communications Plan	4,000	373	COM
25-Aug-25	UB3	Nepean Evening View Club	305	305	CACP
25-Aug-25	UB2	The Haven - Fridge Replacement	433	433	CACP
25-Aug-25	UB1	Penrith Rotary Club - Annual Duck Race	1,667	1,667	CACP
27-Oct-25	UB4	TOTS Blanket Charity	670	670	CACP
27-Oct-25	UB2	Thornton Community Language Group	1,940	1,940	CACP
17-Nov-25	UB1	120th Annual Luddenham Show	2,000	2,000	CACP
17-Nov-25	UB2	RAW Penrith	350	350	CACP
8-Dec-25	UB1	WFUNA International Model United Nations 2026	100	100	CACP
15-Dec-25	UB1	Love Bites Senior and Love Bites Junior Program	2,000	2,000	CACP
2-Feb-26	UB4	Donation to the Heart Foundation MG ACTIVE Walk for Tobes	1,000	1,000	CACP
2-Feb-26	UB1	Memorial Plaque in Honour of Don Barnes	1,000	1,000	CF
23-Feb-26	UB1	Kingswood High School - "Celebrating Our Seniors"	167	167	CACP
23-Feb-26	UB2	Nepean Research Foundation	667	-	CACP
23-Feb-26	UB3	Emu Plains ANZAC Day Service	459	459	CF
23-Mar-26	UB1	Share the Dignity Program	3,453	-	LS
			67,141		
Total Vote Committed			67,141		
TOTAL VOTE UNCOMMITTED FOR NORTH WARD			321,506		
EAST WARD					
Amount Available for 2025-26					
		Funds brought forward from 2024-25	245,095		
		2025-26 Funds	53,000		
		Total Vote for 2025-26	298,095		
Amounts Allocated					
29-Apr-24	2	Nighttime Live Performance Partnerships**	5,000	-	CACP
12-Aug-24	13	Acceptance of Grant Funding - Natural Disaster Relief Assistance*	25,000	19,054	MP
26-Aug-24	1	Penrith Mayoral Challenge - Monfarville Reserve*	15,000	14,190	MP
26-May-25	UB1	Nepean Business Network Annual Event	1,000	1,000	CACP
30-Jun-25	UB4	Marquee and Trestle Tables - Team Colyton	1,693	1,693	CACP
25-Aug-25	NM3	Vegetation Clearing - Communications Plan	4,000	373	COM
25-Aug-25	UB3	Nepean Evening View Club	304	304	CACP
25-Aug-25	UB2	The Haven - Fridge Replacement	433	433	CACP
25-Aug-25	UB1	Penrith Rotary Club - Annual Duck Race	1,666	1,666	CACP
27-Oct-25	UB4	TOTS Blanket Charity	670	670	CACP
17-Nov-25	UB1	120th Annual Luddenham Show	2,000	2,000	CACP
17-Nov-25	UB2	RAW Penrith	350	350	CACP
8-Dec-25	UB1	WFUNA International Model United Nations 2026	100	100	CACP
15-Dec-25	UB1	Love Bites Senior and Love Bites Junior Program	2,000	2,000	CACP
2-Feb-26	UB4	Donation to the Heart Foundation MG ACTIVE Walk for Tobes	1,000	1,000	CACP
23-Feb-26	UB1	Kingswood High School - "Celebrating Our Seniors"	167	167	CACP
23-Feb-26	UB2	Nepean Research Foundation	667	-	CACP
23-Feb-26	UB3	Emu Plains ANZAC Day Service	459	459	CF
23-Mar-26	UB1	Share the Dignity Program	3,453	-	LS
			64,961		
Total Vote Committed			64,961		
TOTAL VOTE UNCOMMITTED FOR EAST WARD			233,134		
SUMMARY					
Total Vote for 2025-26			985,882		
Less Total Vote Committed			197,192		
TOTAL VOTE UNCOMMITTED			788,690		
* Adopted March 2025 Quarter Revote					
** Annual allocation for four years					
*** Adopted June 2025 Quarter Revote					