

Positively

PENRITH



2024-25 ANNUAL REPORT

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.



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A message from our Mayor

It has been another exceptional year for our City. The evolving needs and aspirations of our residents continue to inform Penrith City Council's progress, innovative ideas, collaboration and success.

We welcomed 9 new faces to our Council of 15 following the September 2024 Local Government elections. Our commitment to Penrith and its people remains, and we have a great mix of longer-term councillors as well as new councillors who bring different ideas. I commend the contributions of the previous Council, whose wealth of local knowledge and passion for Penrith have made a lasting impact that inspires our community. I thank our outgoing councillors for their legacy.



I was thrilled to be re-elected as Mayor in October 2024. It's an honour to represent the City and continue to serve with my councillor colleagues, working together to get the best outcomes for Penrith during this exciting and transformational time.

This Annual Report reflects a significant 12-month period for Penrith City Council and our community, as we deliver on our shared vision for the City. We have again completed significant projects and initiatives, and continue to provide quality services for our community. This is in the context of increasing demands and expectations, ageing assets and limited funding streams. It is widely recognised that local government funding models require structural reform for long-term sustainability. In the meantime, Council is taking a responsible and considered approach to our fiscal management, so that we can continue to deliver the right balance for Penrith.

One of the most significant achievements of our new Council has been the development of our latest *Community Strategic Plan (CSP), Penrith 2041+*. The CSP outlines the long-term vision, goals, and strategies for the City aligned with the community's priorities.

We're at the beating heart of one of Australia's fastest-growing regions and this unprecedented change is now visible across the Local Government Area (LGA). The Western Sydney Airport will open in 2026 just 15 kilometres from

our city centre, and the metro interchange is taking shape at St Marys. Penrith City Council has proactively planned for growth, and we continue to leverage opportunities for a happy and prosperous future for everyone in the community.

Council has strengthened its advocacy efforts, collaborating with government stakeholders and strategic partners to drive further investment and growth in Penrith. *Our Advocacy Strategy 2025* outlines the critical infrastructure needed to unlock possibilities and build community resilience, with a focus on housing, priority road and transport connections, flood evacuation options, liveability, as well as place-based initiatives in St Marys and Orchard Hills.

We continue to lead and contribute to important conversations about our region and City's future, regularly meeting with peer councils through The Parks Mayoral Forum and building Penrith's profile at a federal level via the National Growth Areas Alliance. I have been focused on the need for a full-length, north-south rail link to connect the entire Western Sydney region, and advocating for the NSW and Australian Governments to deliver the Castlereagh Connection as a critical flood evacuation route for the Hawkesbury-Nepean River catchment.

Council has made huge progress in St Marys, endorsing the visionary *St Marys Town Centre Master Plan* – a place-based, evidence-based plan to transform the suburb over the

next 20 years. St Marys is home to more than 3,500 people with the population projected to grow to 25,500. The Master Plan seeks to build on what makes St Marys special and facilitate more than 8,360 new jobs and around 9,300 new dwellings by 2041. A central park will serve as a civic heart for the community, and we're excited to see construction start soon. Thank you to our residents, businesses and other stakeholders for your invaluable input - it's all of you that make these positive changes possible.

Penrith strives to be Western Sydney's most liveable City and we are laying the foundations for our children and grandkids to live fulfilling lives in our LGA. In March, we officially opened Regatta Park to the community, breathing new life into the western bank of the Nepean River with water play equipment and a sandpit under a 112-metre pavilion, a new adventure playspace, junior cricket oval, outdoor fitness equipment, colourful public artwork, pathways and a central staircase leading to the water.

On the eastern side of the river, Council has delivered the Nepean Avenue pedestrian pathway, completing the popular bridge-to-bridge loop of the Great River Walk, with added lighting and traffic calming measures to keep everyone safe.

The Gipps Street Recreation Precinct in Claremont Meadows opened in late 2024 and is a project we're all proud of, with the once vacant site now a hive of activity that attracts thousands of visitors every week.

Penrith is a culturally rich and diverse City. We have implemented the *We Create Penrith: Cultural Strategy and Action Plan 2024-28*, Council's current cultural strategy that celebrates our people, places, artists and stories. This aligns with other strategic work and enhances cultural experiences for people to enjoy our welcoming city centres, including more live music in your local park and hands-on activities at events.

Council continues to host free community events, bringing people together in fun ways. We held our first Winter Solstice at City Park in June 2025, when the icy wonderland attracted more than 10,000 attendees over 4 days and generated an economic boost for the city centre. We continue to deliver the popular Real Festival to the beautiful Nepean River for live music, markets, food trucks, art installations and performances. Council is proud to deliver this annual program to the community.

Penrith is a proud sporting city and in December 2024 we recognised Jessica Fox OAM with the Key to the City at a civic ceremony that also celebrated our Olympians and Paralympians. And of course, we celebrate our other sporting success in Penrith, with the community cheering on the Panthers as they beat Melbourne Storm in the 2024 Grand Final to earn their fourth consecutive NRL Premiership.

We have achieved so much this past year and there is lots to look forward to in Penrith. I thank my fellow councillors for their ongoing collaboration and shared focus on enhancing what truly makes our City the best place to live, work, visit and play.



Councillor Todd Carney
Penrith Mayor

A message from our General Manager

The *2024-25 Annual Report* provides an overview of Penrith City Council's achievements, a breakdown of our finances and how we have responded to challenges over the past 12 months. It also demonstrates the organisation's leadership, innovation and resilience during another progressive year for this City.

The projects delivered and our councillors' focus on great outcomes for the community are encouraging. Our community's aspirations are changing – they expect more, for themselves, their families and the City – and that is to be commended. Council is proud to deliver its breadth of high-quality services, programs and activities, ensuring that these are affordable and accessible.



As an organisation, we are committed to achieving tangible outcomes that will holistically improve the quality of life for our residents and boost the local economy for businesses to thrive. The Western Sydney International Airport is bringing about tremendous change and will connect our City to the rest of the world from 2026. As more people choose to live in and visit Penrith, we are responding to these once-in-a-generation opportunities, particularly bringing more diverse jobs close to home.

We are committed to a future of innovation and opportunity. We understand that the rising cost of living is impacting our community. Just like you and our peer councils, Penrith is experiencing financial pressure. This means carefully balancing changing needs and demands with the challenges of maintaining ageing assets and demands for increasing levels of service. Our community has entrusted Council to deliver for them, and this is a responsibility we take seriously. I am proud to lead an organisation that works together to put Penrith first, and is customer focused. We strive for financial stability and will continue to explore ways to ensure we get the balance right – and continue to deliver for Penrith.

During this reporting period, we became one of the first NSW councils to extend the Food Organics, Garden Organics (FOGO) service to every household in the community. Well done Penrith for your remarkable uptake of this important waste practice. It is your adaptability and positive attitude that has positioned us

as a leader in this sustainability initiative – one that our peer councils look to for inspiration. In October 2024, we won the Resource Recovery Award from Keep Australia Beautiful NSW for our successful introduction of FOGO to multi-unit dwellings. In 15 years, we have collected and processed 500,000 tonnes of FOGO, saving our ratepayers \$46.5 million in costs by diverting this material from landfill.

We continue to responsibly manage our existing transport network as our City evolves. Over these 12 months, we resurfaced or replaced 80,305 square metres of roads, repaired 32,978 square metres of road pavement, constructed 2,454 metres of footpaths and 1,151 metres of shared footpaths, and installed 3 new and reconstructed 2 bus shelters. We actively contribute to the circular economy and used 208 tonnes of recycled glass and 317,450 recycled coffee cups in our overall program of works.

Council has delivered significant projects that enhance recreational opportunities and community wellbeing. Gipps Street Recreation Precinct and Regatta Park offer vibrant new spaces for active and passive recreation. We have also completed vital upgrades at Andrews Road Baseball Complex in Penrith and The Kingsway Playing Fields in Werrington, including improved drainage and playing surfaces. The Kingsway has upgraded amenities which improves accessibility and comfort for players and spectators. We installed new cricket practice wickets at Monfarville Reserve

in St Marys and completed field drainage and improved storage space at Andromeda Drive Reserve in Cranebrook. At Jamison Park, 23 netball courts have been resurfaced to support local sport at all levels.

With a young and growing community, offering safe and inclusive playspaces is a priority. Through the Penrith Playspace Project, we delivered 5 new playspaces during this reporting period and developed designs to renew 16 playspaces. The designs take on board community feedback to reflect the unique needs and aspirations of our neighbourhoods.

We are always working towards being a greener, cooler, more resilient City. Through our bushland management program alone, which protects and preserves Penrith's natural environment, we planted 20,279 native species including 5,200 planted by our wonderful community volunteers. We continue to work with other levels of government for the benefit of our City. During these 12 months, we reached a milestone of planting more than 6,600 trees over 5 years in heat vulnerable suburbs with low tree canopy through the Greening our City program, in partnership with the NSW Government.

We continue to provide innovative and accessible library services that are inclusive and affordable for the community. In December 2024, we launched our first book vending machine at Glenmore Park to improve our reach and offer alternative service delivery methods. The Anytime Library

stores up to 352 items in book and DVD formats. Among our library services, we continue to offer our popular Baby Time, Toddler Time and Story Time to our youngest citizens to foster a love of reading, free writing sessions and author talks for people of all ages, and our Home Library service is much-loved by our eldest residents in local aged care facilities.

Village Café is another successful program that continues to connect community, improving social outcomes and building community pride, all over a free cup of coffee. Participation numbers have increased, which shows the importance of bringing residents together while providing free access to services.

We received several excellence awards in the 2024-25 period for our projects, programs and services. This demonstrates Council's far-reaching scope and is testament to a workforce committed to creating an even more liveable, resilient, vibrant, inclusive and connected City.

Council has also just adopted a comprehensive suite of strategic planning documents that will shape the City's future to 2041 and beyond. These documents reflect the community's goals for Penrith with clear actions, projects and resources. They also outline the challenges of managing a financially sustainable organisation that can meet the needs of our growing City. Council will report progress against these strategies to you.

I look forward to continuing to work with staff across the organisation as one dedicated team, along with the elected council, to deliver for Penrith.



Andrew Moore
General Manager
Penrith City Council





Our Community Vision Statement

We are proud to
be Penrith – a
great place to
live, a region of
opportunity and
connection.

Our community
and City are
thriving.

We care for
each other
and our place.

Our Mission

We will...

Deliver the services, facilities and infrastructure that our community needs

Maintain our long term financial sustainability

Work with our community and partners to achieve more than we can alone

Provide an excellent customer experience to everyone who contacts us

Value and engage our staff

Our Values

In addition to our Code of Conduct, Council has adopted Values to guide our behaviour in the workplace and how we relate to our work colleagues, our customers, our communities, and our stakeholders.

Our Values and Behaviours are:

We show respect

We are accountable

We encourage innovation

As an organisation, we strive to reflect these in our day to day work, making our workplace more enjoyable and productive.



Our impact

Transport infrastructure

751 metres

Shared footpaths
reconstructed



80,305 sqm

Road resurfaced

2.45 km

Footpath constructed

1.15 km

Shared pathways
constructed



32,978 sqm

Repaired road pavement

1,535

Responses to pothole requests

80%

of pothole repair requests
completed within five working days



Circular economy



208
tonnes of
recycled
glass



317,450
recycled
coffee
cups

Bushcare

2,843

Volunteers

5,200

Native plants planted
by volunteers

4,801

Volunteer hours

Over
200

Kilograms of
litter collected

Greening our City

3,836

Trees planted
(3m and above)

Our emissions of carbon
dioxide equivalent
decreased by 12.5%
compared to last year



Waste

58%

Landfill diversion rate

97%

Illegal dumping incidents
responded to within 5 business days

Our year in review

Our significant projects

At 30 June 2025, Council had completed 21% (3) of our 14 significant projects whilst 43% (6) were reported as being 'On Track' for completion and 36% (5) were reported as being 'At Risk' of delay.

While Council anticipates what is needed to be done each year, unexpected challenges and opportunities inevitably arise. On occasions this affects our ability to undertake planned work or we respond without affecting our agreed work program.

✓ COMPLETE ➤ ON TRACK ● AT RISK ✗ OFF TRACK

Project	Status	Comment
Gipps Street Recreation Precinct	✓	The Gipps Street Recreation Precinct reached practical completion in August 2024 and opened to the public. The final elements of the precinct are planned to be complete by November 2025.
Dunheved Road Upgrade	●	The Dunheved Road Upgrade has faced some delays. In March 2025, Council approved starting negotiations for an early works phase. These negotiations are now underway with the chosen participants.
Coreen Avenue Upgrade	●	The Coreen Avenue upgrade has experienced delays due to redesign requirements in response to community consultation, and budget shortfalls. A revised design is currently being finalised.
Nepean Avenue Pedestrian Pathway	✓	The Nepean Avenue Pedestrian Pathway was completed in January 2025 and is open to the public.
Regatta Park	✓	The Regatta Park Upgrade is complete with the opening of the pavilion; new amenities block and waterplay area. The official opening event took place on 8 March 2025.
Enterprise Resource Planning	➤	The Enterprise Resource Planning Project is on track. The planning and design phase covers workshops for the configuration of the finance modules, discovery workshops for HR and payroll modules and evaluation activities for the Work Health and Safety System Tender.
St Marys Central Park	●	The St Marys Central Park Project is currently in the detailed design phase with 50% complete. The project has experienced some delays due to site contamination and budget constraints.
Nursery Upgrade and Cumberland Plain Improvement	●	The Nursery Upgrade and Cumberland Plain Project design phase is 50% complete. There have been design delays due to incorporating existing Sydney Water assets. On ground works for the Cumberland Plain improvements are continuing across the 4 identified sites.
Cook Park Sports Precinct Upgrade	●	The Cook Park Sports Precinct Upgrade is delayed after the draft design quantity survey revealed costs exceeding the original budget. A revised final design is being finalised and is planned to be exhibited in mid 2026.
Bennett Park Upgrade	➤	The Bennett Park Upgrade is on track in the design phase. Draft designs were presented to councillors and the community for review and feedback. The feedback is being reviewed to move the project to the next stage of delivery.

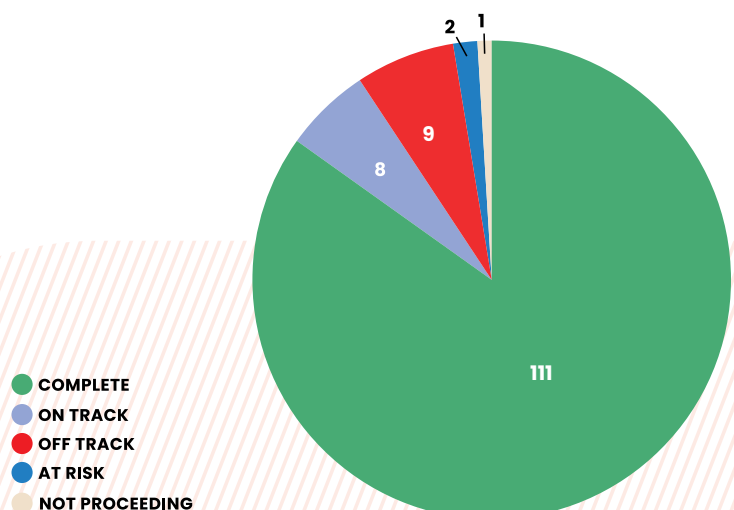
✓ COMPLETE ➤ ON TRACK ● AT RISK ✗ OFF TRACK

Project	Status	Comment
Andromeda Oval Storage and Car Park Upgrade	➤	The Andromeda Oval Storage and Car Park Upgrade is on track with its various components at different stages to align with seasonal operations of the facility.
Playspace Network	➤	The Playspace Network Project is on track. The project is being rolled out in 4 phases over a 4-year period. Phase 1 is completed and Phase 2 is in progress with 11 of the 21 playspaces now upgraded.
Indoor Multi-Sports Arena	➤	The Indoor Multi-Sports Arena Project is on track with Council officially acquiring the site for the complex on 30 June 2025. Council is looking to appoint a delivery partner early in 2025-26.
Parker Street Reserve Upgrade	➤	The Parker Street Reserve Upgrade is on track in the design phase. The project is planned to be delivered in individual stages to align with seasonal operations of the facility.

Our 2024-25 Operational Plan actions

Of Council's 131 reportable 2024-25 Operational Plan Actions, 85% (111) were completed, 8% (11) were experiencing some delays or off track, 6% (8) were reported as being on track and one did not proceed.

Further details are provided under each outcome in the 'How Did We Go' section of this document.





Our organisational indicators

Variation between actual budget and planned budget

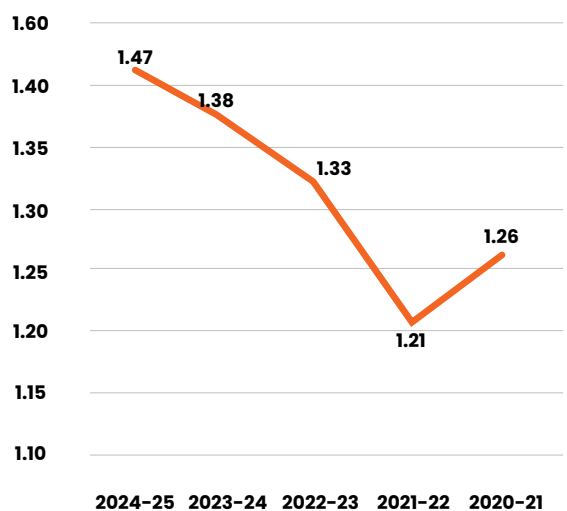
Council’s budgets are prepared annually for the upcoming financial year, with allocations phased across the 12 months to enable ongoing monitoring of actual versus planned income and expenditure. The factors influencing Council’s financial performance are dynamic, and any necessary adjustments to the budget throughout the year can be incorporated via quarterly reviews or direct Council adoption.

Council projected a balanced Budget in the adoption of the original 2024–25 Operational Plan. Prior to allocations, the year-end result at 30 June 2025 is a favourable surplus of \$4.136 million. It is proposed that the budgeted surplus be transferred to Council’s Financial Management Reserve in order to provide capacity to respond to current and emerging priorities.

Cost of service delivery over time

The cost of service delivery per capita over time will indicate whether Council’s operations are becoming more efficient. An increase in cost is not necessarily a problem. There are many reasons why costs may increase, including changing community priorities, increased costs of materials or an improvement in the quality of service being provided. Changes to organisational structure and priorities will impact the cost of service delivery at a division level. However, the cost of service delivery across the organisation should trend downwards overall.

Cost of service per capita over 5 years



Based on estimated population of 220,908.

Employee leave levels meet organisational targets

Leave is an essential part of employee wellbeing and can also help indicate engagement levels. Council has targets for annual leave to ensure workloads are planned to allow staff to take reasonable leave. Measuring unplanned leave allows Council to identify possible areas of disengagement.

Annual leave

Target: 100% of employees to have less than 8 weeks of accrued annual leave.

Result: 88.5% Of temporary and permanent staff have less than 8 weeks of accrued annual leave at 30 June 2025.

Unplanned leave

Target: Employees to have taken less than 9 days of unplanned leave per financial year.

Result: 8.13 Days per employee

Tracking this indicator also helps identify leave patterns across the organisation.

Customer experience performance meets agreed targets

The implementation of a new cloud-based telephone system has dynamically shaped the way customer experience analyses their data and has allowed for new ways to track, record and display the achievements for customer service and satisfaction.

Call service level

Target: 80% of calls answered within 2 minutes.

Result: 86% of calls were answered within 2 minutes.

Number of calls received: 149,928

Tracking this indicator also helps identify the customer service levels provided to our customers.

Aftercall survey satisfaction %

Target: 85%

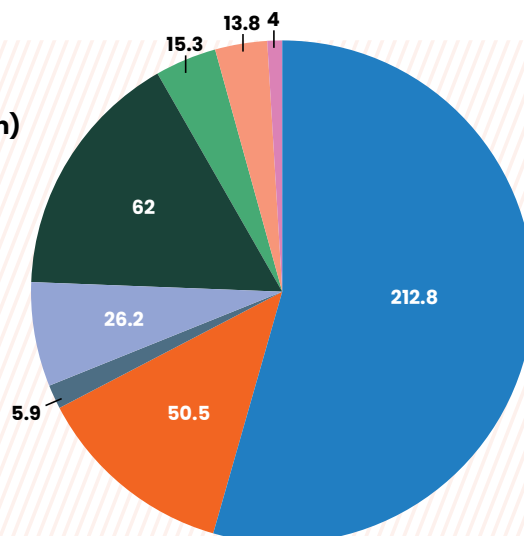
Result: 96 % from 3,905 calls surveyed.

Tracking this indicator also helps identify the satisfaction levels of our customers’ experience.

Our financial summary

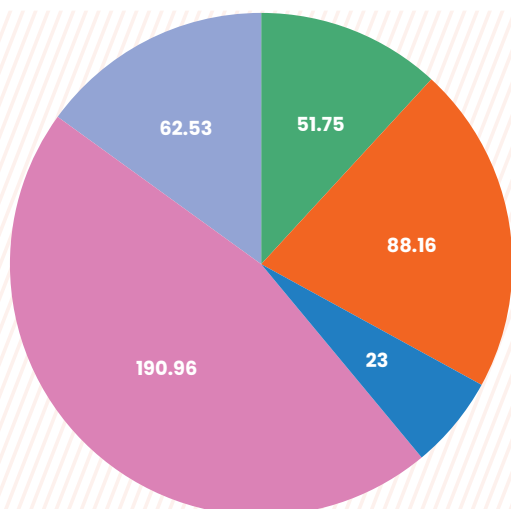
Where our money came from in 2024-25 (\$ million)

- RATES AND ANNUAL CHARGES
- USER CHARGES AND FEES
- OTHER REVENUES
- GRANTS AND CONTRIBUTIONS - OPERATING
- GRANTS AND CONTRIBUTIONS - CAPITAL
- INTEREST AND INVESTMENT INCOME
- OTHER INCOME
- NET GAIN FROM DISPOSAL OF ASSETS



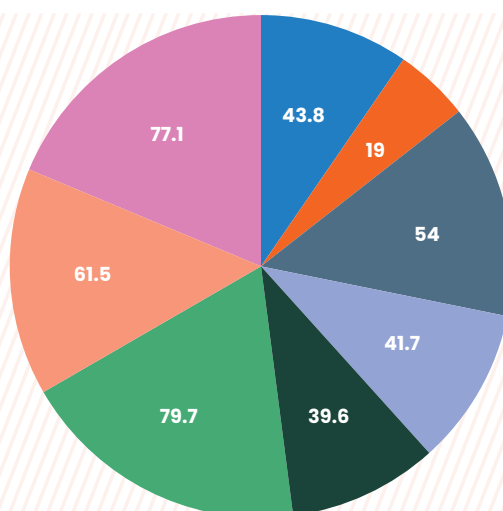
Where our money went by outcome in 2024-25 (\$ million)

- WE PROTECT AND ENHANCE AN ECOLOGICALLY SUSTAINABLE ENVIRONMENT
- WE ARE WELCOMING, HEALTHY, HAPPY CREATIVE AND CONNECTED
- WE PLAN AND SHAPE OUR GROWING CITY
- WE MANAGE AND IMPROVE OUR BUILT ENVIRONMENT
- WE HAVE OPEN AND COLLABORATIVE LEADERSHIP



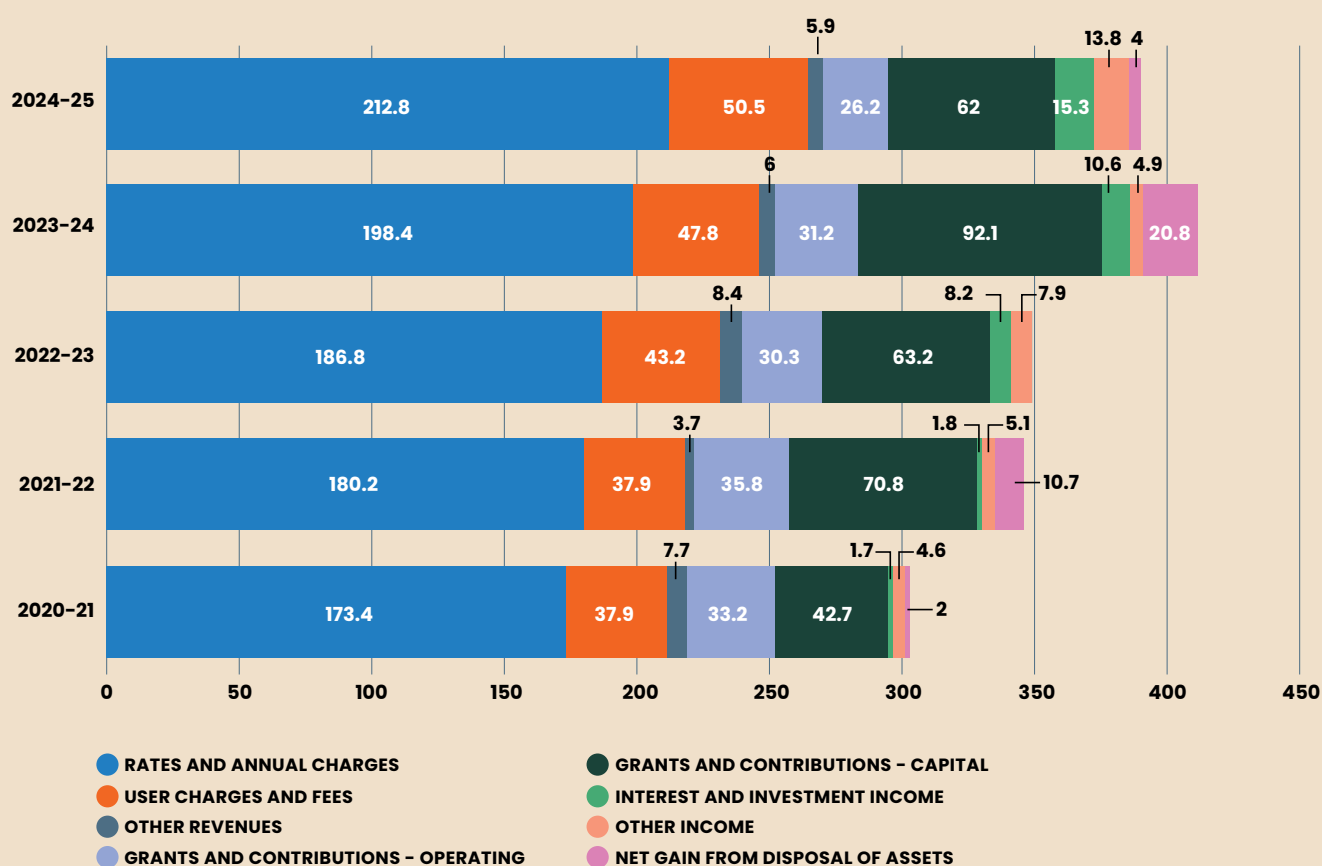
Where our money went by expenditure category in 2024-25 (\$ million)

- CHILDREN'S SERVICES
- COMMUNITY SERVICES
- CORPORATE SERVICES
- PARKS AND RECREATION
- PUBLIC SPACES AND COMMUNITY SAFETY
- ROADS FOOTPATHS AND BUILDINGS
- WASTE, ENVIRONMENT & COMMUNITY PROTECTION
- CAPITAL EXPENDITURE IN ASSETS

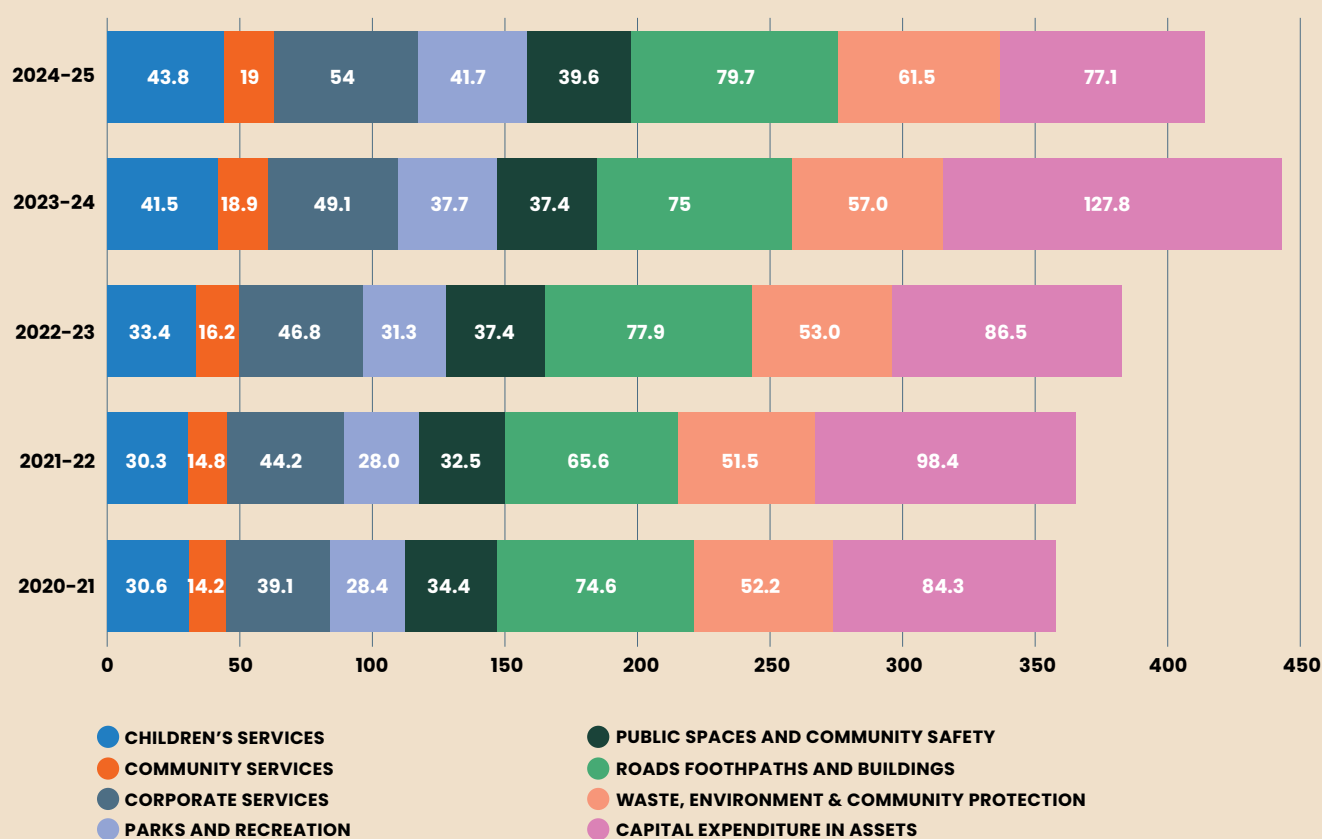


For more detailed information on our Financial Summary for 2024-25, please refer to Appendix 2 of this report and Council's 2024-25 Financial Statements on our website.

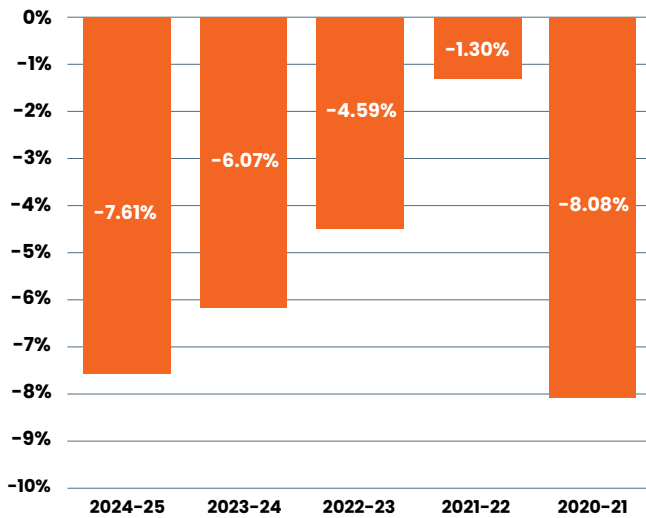
Comparison of income over 5 years (\$ million)



Comparison of expenditure over 5 years (\$ million)



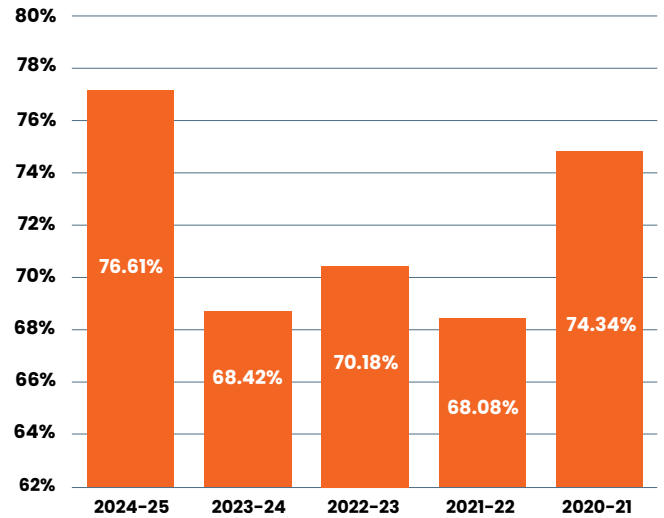
Operating Performance Ratio over 5 years



This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Benchmark: Greater than or equal to breakeven average over 3 years

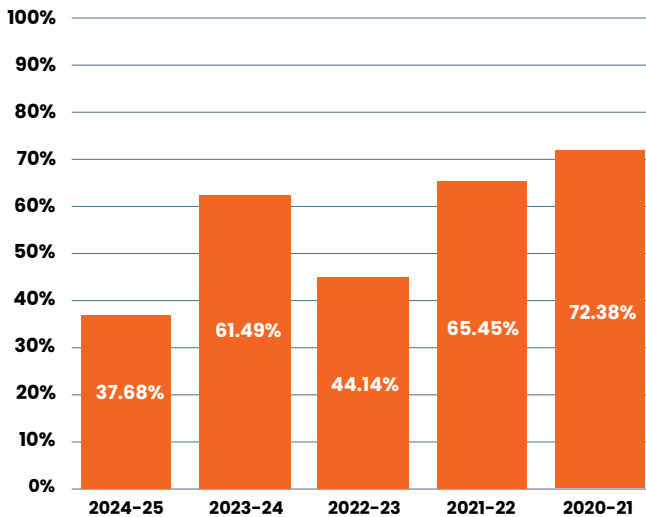
Own Source Revenue over 5 years



This ratio measures the degree of reliance on external funding sources.

Benchmark: Greater than 60% average over 3 years

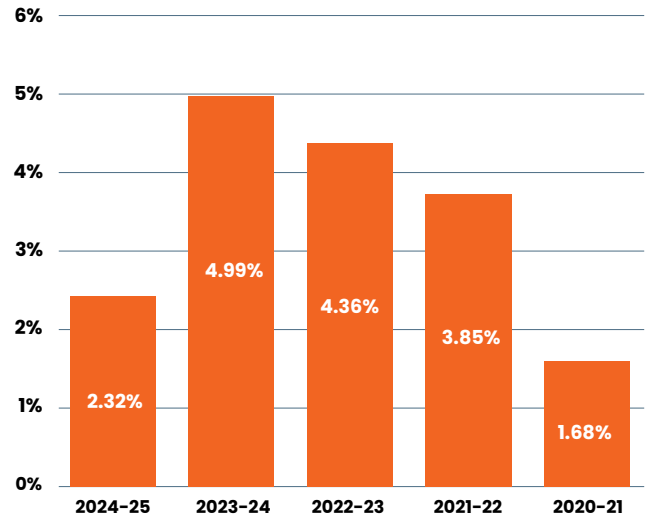
Infrastructure Renewal Ratio over 5 years



This ratio is used to assess the rate at which infrastructure assets are being renewed against the rate at which they are depreciating. Includes Buildings, Roads and Drainage assets.

Benchmark: Greater than 100% average over 3 years

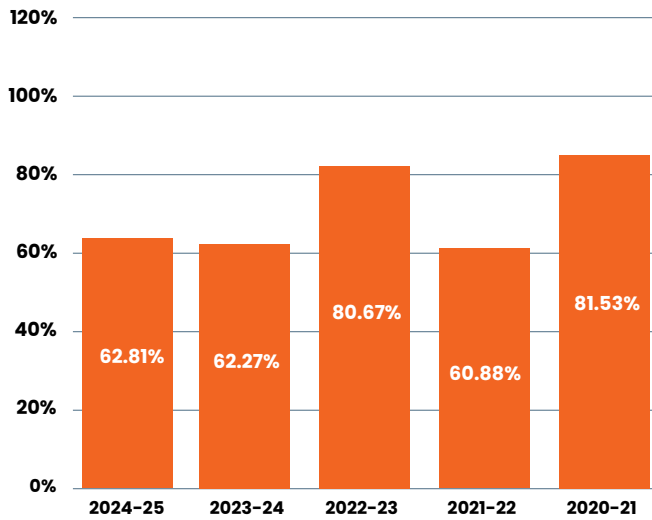
Infrastructure Backlog Ratio over 5 years



This ratio shows what proportion the backlog is against the total value of Council's infrastructure. Includes Buildings, Roads and Drainage assets.

Benchmark: Less than 2%

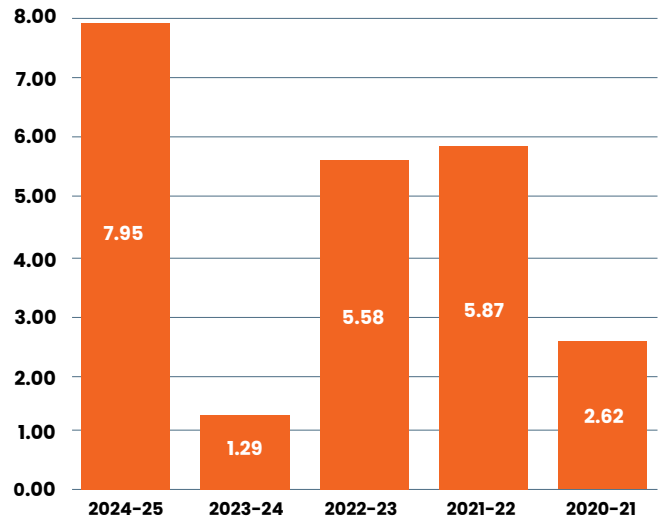
Asset Maintenance Ratio over 5 years



This ratio compares the actual versus required annual asset maintenance.

Benchmark: Greater than 100% average over 3 years

Debt Service Cover Ratio over 5 years



This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

Benchmark: Greater than 2.0 times

For more detailed information on our Financial Performance for 2024-25, please refer to Council's 2024-25 Financial Statements on our website.

Our awards and recognition

Council awards

Keep Australia Beautiful NSW Sustainable Cities Awards

After being named the NSW Overall Sustainable City Champion in 2023, we were honoured to host the 2024 awards in October and receive the **Resource Recovery Award** for our roll out of the **Food Organics, Waste Organics (FOGO)** program in multi-unit dwellings. This award reflects the collaborative effort between Council and the community for a sustainable future and positions Penrith as one of the first NSW councils to offer a separate collection of FOGO to all households in our LGA.

Local Government Procurement Awards

Council's Procurement Strategic Supply Manager Lana Axford was named **Outstanding Procurement Professional of the Year in NSW** on 29 October 2024. The award recognises procurement professionals and contractors who are making a significant impact in local government and their communities and is a testament to Lana's exceptional skills and outstanding work.

LGNSW Excellence in the Environment Awards

Council was named the **Overall Winner** in the **Transition to Circular Economy** category for **Woven Together – Fabricating Behaviour Change for Textile Waste Reduction** in October. In partnership with

Textiles Recycling Australia Council diverts textile waste from landfill through a variety of collection options. This recycling initiative promotes a circular economy, encouraging residents and staff to adopt sustainable habits. Through services like RecycleSmart pickups, drop-off events and collection bins, nearly 10,000kg of textiles were recycled from January 2023 to June 2024, reducing textile waste in household bins by 14% and promoting sustainable habits. Council was also a **Finalist** in the Communications and Engagement category for its **2024 Trees for Mum** event and **Finalist** in the Liveable Cities category for **City Park**.

NSW Local Government Excellence Awards 2025

Council won the coveted **Community Development Award** for our **'One Community, Many Abilities Campaign'** campaign that highlights the stories of 5 inspiring Penrith residents living with disability and the diversity, skills and talents they bring to our City. The campaign's social media component has proven to be one of our most successful campaigns with a reach of over 1.5 million people. Inter-department collaboration and leveraging lived experience of disability was critical to the success of this project. The Gipps Street Recreation Precinct, **Online permits and payments process for Development and Roads Permits, Cranebrook Bushfoods Trail**, and **'We Give a FUD – Delivering FOGO to Multi-Unit Dwellings'** were also finalists in the June awards.

Parks and Leisure Australia-Regional Awards of Excellence

We took out the **2025 Community Facility of the Year Award** for **Gipps Street Recreation Precinct** in June. The 32-hectare precinct offers a variety of outdoor amenities including sports fields, walking trails, off-leash dog area, designated youth precinct and multiple play areas. The precinct is designed to encourage active lifestyles and community interaction in a sustainable environment.

Australian Sport, Recreation and Play Innovation Awards

The accolades for **Gipps Street Recreation Precinct** continued when it was crowned the **best Outdoor Sport & Leisure Facility Design** by the National Sports & Physical Activity Convention in June. The awards recognise outstanding initiatives that have significantly contributed to increasing physical activity and promoting inclusivity across Australia.

Australasian Reporting Awards for Excellence in Reporting

Council was awarded a **Gold Award for its 2023-24 Annual Report**. This is the **tenth consecutive year** that Council has received this award and is a testament to our commitment to transparency and best practice reporting. Congratulations to the Corporate Planning and Performance team and Communications team, and staff across the organisation that contributed to the report.

Recognising our community

Local Celebration Awards

Penrith is home to many dedicated, selfless and inspirational people and the Local Celebration Awards are an opportunity for us to recognise and celebrate these unsung heroes. The inspirational people honoured in 2025 capture the spirit of kindness and compassion that defines our community.



Citizen of the year

Anthony Fryer A beacon of service and community spirit

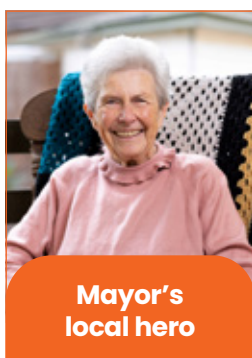
From the moment he joined the St Marys RSL Sub Branch in 2004, Tony Fryer has been a whirlwind of enthusiasm and dedication. After taking on the role of Assistant Secretary in 2007, he waded into his current position as Secretary in 2012. With each annual re-election, he proves that his love for the community and commitment to service are as unyielding as a soldier's march. Tony is not just the man behind the administrative curtain; he's the mastermind behind cherished commemorations. From the solemnity of Anzac Day to the honouring of Vietnam Veterans Day, he juggles approvals, guest speakers and logistics like a professional. The 100th Anniversary of the Gallipoli landing and the Coo-ee march reenactment stand out as monumental achievements with Tony orchestrating these grand events to perfection.



Young citizen of the year

Amelia Grace Wilson-Williams A force for good

Amelia Grace Wilson-Williams is a vibrant 22-year-old who embodies kindness and determination in every endeavour. Currently pursuing a Bachelor of Laws/ Bachelor of Communications (Social and Political Sciences) at the University of Technology Sydney (UTS) she seamlessly juggles her studies with her role as a Tenants Advocate at the Western Sydney Community Legal Centre. Amelia's passion for social justice was ignited when she volunteered with the Girl Guides. She completed a virtual international development intensive internship with Think Pacific based in Suva, Fiji in 2021- 2022 with funding from Western Sydney University. This included the opportunity to write a paper for the United Nations Development Programme on how the COVID-19 pandemic has increased hardship and poverty in Fiji and ways this may be resolved. Her dedication has earned her the prestigious Tom Sylva Award, and her leadership roles at UTS are proof that she's just getting started.



Mayor's local hero

Beverley Fink A dedicated dynamo of our community

From the moment her son kicked off his first playgroup adventure, Bev Fink jumped into the volunteering game – and she hasn't stopped since. Elected Secretary of the Mother's Club and the P&C Association at Cambridge Park Public School, Bev has been a tireless champion for education and parent engagement. But Bev didn't just cheer from the sidelines; she became the heartbeat of local football. Joining the committee of the Cambridge Park football team in 1985, she was soon known as the go-to secretary. Her contributions expanded to the Penrith Junior Rugby League, where she mastered the art of timekeeping and record-keeping – often clocking in 6 games over just 2 days! Even a cancer diagnosis in 2007 couldn't dim her light. After a fierce battle, Bev emerged stronger and even more devoted, volunteering 4 mornings a week for the Cancer Council at the Nepean Cancer Care Unit.



Community service award

Heike Forth A local hero in Penrith's sporting community

A remarkable figure in the Penrith sporting community, dedicating over 50 years as an athlete, coach, administrator and volunteer. Heike Forth has held numerous roles within the Nepean Little Athletics including President since 2018, where her leadership sparked growth in registration and community involvement. Heike's commitment extends to netball, where she has served for 45 years as a player, coach and treasurer at Cambridge Park. Her journey continued with Cranebrook United Football Club, where she stepped up as president, revitalising the organisation through her dedication. As the Head Teacher of Physical Education at Cranebrook High School, Heike inspires young athletes while balancing family commitments. Her legacy continues in the community, embodying the spirit of local heroism through her endless encouragement and support for youth sports.

Honoured Citizens



Valda Silvy OAM

A symphony of dedication and creativity

For over 5 decades, Valda Silvy has been the heartbeat of the arts and culture scene in the Penrith region. From the early 1970s, she helped lay the foundation for musical appreciation through the Nepean District Music Club, bringing together local musicians like a maestro conducting an orchestra. As the Director of the Penrith Music Centre from 1978 to 1989, Valda's relentless passion struck a chord that resonated far and wide. By the early 80s, when the demand for musical education skyrocketed, Valda didn't miss a beat – she spearheaded the initiative that led to the stunning Joan Sutherland Performing Arts Centre opening its doors in 1990, with Valda as its dynamic General Manager. Under her leadership, the Penrith Conservatorium of Music blossomed, nurturing the talents of over 350 students. Valda's magic didn't stop there. She dazzled audiences with gala concerts, spectacular musical events featuring eight grand pianos, and connections that spanned from youth choirs to community arts programs. Whether it's a premiere commission or a jazz Sunday series, Valda's curatorial touch has shaped an arts community that continues to thrive, leaving an indelible mark on our cultural landscape.



Alan Stoneham

A remarkable leader who helped shape and enhance our city

With a 43-year career at Penrith City Council, including 10 years as General Manager, Alan's tenure was marked by strong leadership, integrity, vision and action, all of which have contributed to the growth and ongoing transformation of our region. Alan's passion for improving, protecting and maximising the potential of the Nepean River precinct is evident by the many benefits this asset provides to our residents and visitors to our City. He was at the forefront of creating Penrith as a leader in sustainability, introducing a Sustainability Team and the award-winning 3-bin Food-Organics Garden-Organics system. Alan was instrumental in securing vital state and federal funding that continue to deliver much-needed infrastructure across the City. Most significantly, together with Councillor John Thain (who was Mayor at the time) he led negotiations for the landmark Western Sydney City Deal, a 20-year agreement between the 3 levels of government that set about delivering a once-in-a-generation transformation of our region, including the commitment to connect Western Sydney and the Western Sydney International Airport via the first stage of North-South Rail – the only rail to be connected to the new International Western Sydney (Nancy-Bird Walton) Airport. After retiring in 2018, Alan returned to Council in 2022 to help steer the organisation while Council recruited a new General Manager.

Key to the City

The symbolic Key to the City is the highest honour awarded to individuals or organisations in the City of Penrith and only awarded in exceptional circumstances, to acknowledge an outstanding achievement and contribution.



Jess Fox OAM

World's greatest individual paddler of all time and exceptional ambassador

Council bestowed the Key to the City of Penrith to Jess Fox OAM in recognition of her outstanding sporting achievements, her contributions as an ambassador for Penrith, and as an advocate for athletes in sport. Jess is the most successful individual medallist in Australian Olympic history, the world's most successful paddler and renowned as the greatest individual paddler of all time. Since 2009, Jess has represented Australia in canoe C1 and kayaking K1 singles and won many world championship medals and world titles. The 2024 Paris Olympics marked Jess' fourth consecutive Olympics and where she made history to win gold in the Women's C1 and K1 Slalom events, becoming the first ever athlete to win gold in both Olympic canoe and kayak. On and off the water, Jess demonstrates the best values of Penrith; positive and adventurous, while remaining grounded and proud of her roots. She has been Penrith's Citizen of the Year and Sportsperson of the Year and has worked with Council to help market our City, drive library membership and inspired many as a guest speaker at a variety of functions. Jess continues to take time out of her busy schedule to attend civic events, promote Penrith and her sport, and is admired by our community. Jess was awarded the Key to the City at a Civic Reception on 10 December 2024 where Council also honoured athletes connected to Penrith who competed in the 2024 Paris Olympics and Paralympics.

Australia Day Honours

David Bertenshaw OAM

Service to soccer as an administrator and coach

& Vivienne Bertenshaw OAM

Service to netball as an administrator and coach

David and Vivienne Bertenshaw have both received an OAM for their dedication to the sporting community, an incredible accomplishment and achievement for the Londonderry couple. David has been recognised for his service to soccer as an administrator and coach, having a long-standing association with the Hawkesbury City Football Club. His expertise and leadership have contributed significantly to nurturing young talent within the sport. Vivienne has made her mark through her exceptional service to netball, also taking on roles as an administrator and coach within both the Hawkesbury City Netball Association and the Londonderry Netball Club. Her passion for netball and commitment to mentoring young players have not only helped elevate the sport's profile in the area but have fostered a sense of community among players, parents and supporters alike. The Bertenshaws' achievements are a testament to their hard work and dedication, serving as an inspiration to many in their community. Their collaborative efforts have created a supportive environment for athletes to thrive and enjoy the benefits of teamwork and sportsmanship.

Noemie Fox OAM

Service to sport as a gold medallist at the Paris Olympic Games 2024

Olympian Noemie Fox was recognised for her remarkable service to sport as a gold medallist at the Paris Olympic Games. Noemie's extraordinary debut performance in Paris made her an Olympic champion, as she won her first gold in the inaugural Women's Slalom Kayak Cross, marking a historic moment for the sport. Her journey to this prestigious title was paved with hard work, relentless training and immense dedication. Noemie is an inspiration the next generation of athletes, her passion for paddling and her commitment to promoting the sport locally are matched by her determination to give back to the community that supported her olympic journey, ensuring a brighter future for aspiring athletes in our City.

Royce Simmons OAM

Service to rugby league as a player and coach

Royce Simmons has been recognised for his service to rugby league as a player and coach. During his time as a Penrith Panther, Royce played 237 first grade games, including the club's maiden premiership win in 1991. His leadership on the field not only brought success but also inspired countless young athletes to pursue their dreams in rugby league. In addition to his on-field successes, he was inducted into the Hall of Fame in 2016, celebrating his significant contributions to the sport. After being diagnosed with dementia at the age of 61, Royce established the Royce Simmons Foundation in 2022 to raise money for dementia research. His courage in facing this challenge head-on and his efforts to raise awareness about dementia highlight his commitment to making a difference in the lives of others, ensuring that his legacy extends beyond the rugby field.

King's Birthday Honours

Cheryl Goh OAM

service to the indigenous community of Sydney, and to education

Cheryl Goh has been honoured with the Medal of the Order of Australia for her service to the First Nations community of Sydney and to education. A Penrith resident and proud Darug woman, best known as Aunty Cheryl, she is the current Director of Muru Mittigar – a Western Sydney social enterprise which supports the local First Nations community through employment, education and training. Aunty Cheryl taught Aboriginal Studies and Humanities at TAFE NSW Western Sydney from 1994 to 2020. She is a member of the Dharug Ngurra Aboriginal Corporation and has served on the Darug-led design panel.

Lance Miller ESM

Emergency services medal for distinguished service

Lance Miller has been awarded the Emergency Services Medal for distinguished service. Mr Miller joined Marine Rescue NSW in 1975 as a 22-year-old, when it was then the Royal Volunteer Coastal Patrol. Now a Marine Rescue Master, Mr Miller has served for 50 years and led many high risk search and rescue operations in dangerous conditions. He is highly respected for his leadership and as a mentor to other volunteers, to the development of his crew, all while continuing to save lives on the water.

Michael Morris OAM and Jo-ann Morris OAM

for service to the community through charitable organisations

Husband and wife Michael and Jo-ann Morris have both been awarded the Medal of the Order of Australia for service to the community through charitable organisations. The couple turned tragedy into charity after their son suffered a non-fatal drowning in 2006, establishing the Samuel Morris Foundation in Cranebrook the following year. The award-winning charity is Australia's first to provide support services to children disabled by non-fatal drowning or other hypoxic brain injuries. Samuel sadly died in 2014 but his legacy lives on through the Morris' unwavering commitment to supporting other families and preventing further drowning deaths and disabilities. This has inspired awareness and legislative change in water safety at a global level. Michael and Jo-ann Morris were previously recognised with the Companion of the Royal Life Saving Society honour for their advocacy work, and Michael continues to raise awareness through his role as Assistant Commissioner for Fire and Rescue NSW.

June Roots OAM

Service to the community of Penrith

June Roots has been honoured with a Medal of the Order of Australia for her service to the community of Penrith. She is a Life Member and Patron of the Luddenham Agricultural, Horticultural and Industrial Society. Ms Roots joined the Luddenham Show as a Steward in the 1950s before co-founding the Ladies Auxiliary in the 1960s. Ms Roots is the former President of the Luddenham Public School Parents and Citizens' Association. She supported the Luddenham Uniting Church and Holy Family Knitting Ladies group and is a former member of the Luddenham Progress Association and the Carry on Club at Wallacia, for servicemen and women of World War II.

Jennifer Westacott AC

Eminent service to business, to tertiary education administration, to the mental health sector and to the community

Professor Jennifer Westacott is a fierce advocate for Western Sydney. She has been honoured with her appointment as Companion of the Order of Australia for her eminent service to business, to tertiary education administration, to the mental health sector, and to the community. Among her many roles, Professor Westacott is Chancellor of Western Sydney University; Chair of Studio Schools of Australia; and Chair of the Bradfield Development Authority. She is also a Patron for Mental Health Australia.

What we're asking from other levels of government

Our Advocacy Strategy

Council has a deep understanding of Penrith and is committed to thoughtfully managing the opportunities for our City and balancing outcomes for our community, environment and economy.

Almost 80 per cent of residents who completed Penrith City Council's 2024 Customer Satisfaction Survey highlighted the importance of Council advocating on its behalf. This strong endorsement confirms that residents value Council's role in championing local needs.

We recognise our City's greatest transformation is under way. Informed by the needs of our community, Council is focusing on new opportunities that will enable us to future proof Penrith. Given the scale of change and expectations for Western Sydney to meet housing demands and drive economic and jobs growth, it is imperative for the Australian and NSW Government to deliver the infrastructure and policy that is beyond Council's control or capacity.

In March 2025, Council endorsed an updated Advocacy Strategy that guides our proactive and focused advocacy efforts to harness the support and resources required to manage growth well and realise Penrith's full potential.

The Advocacy Strategy frames our community endorsed vision for the region and guides us as we ask our Australian and NSW Government counterparts, along with policy makers and strategic partners, to support us in delivering the best for Penrith.

Council continued to focus resources on advocacy efforts with key activity highlights for the 2024–25 period including:

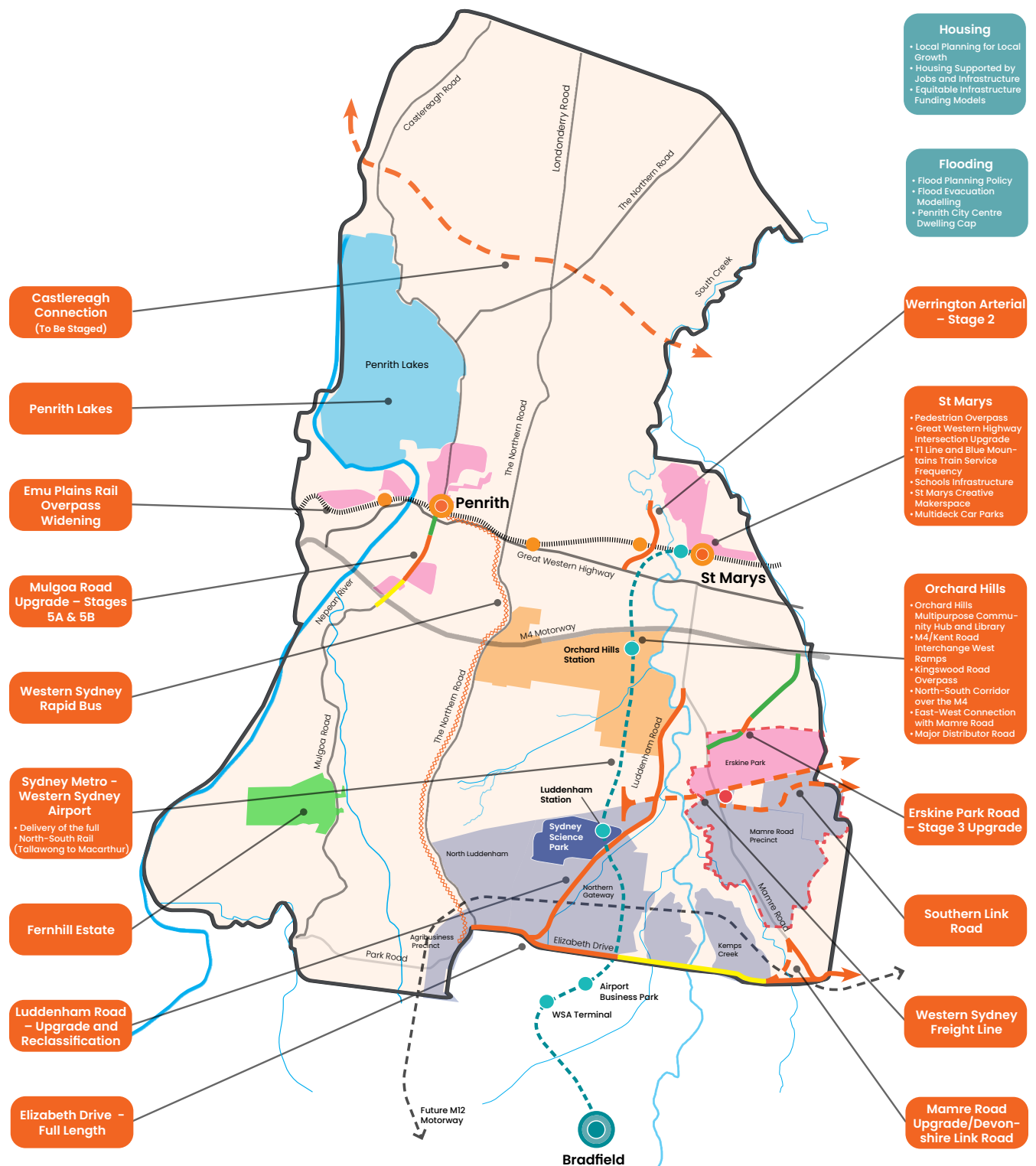
- 93 letters to key government decision makers and strategic partners
- 16 meetings with key government decision makers and strategic partners
- 10 submissions on matters that align with council's advocacy priorities
- 5 new evidence-based advocacy resources
- 19 online and print media items, receiving + 76,000 interactions.

Advocacy Priorities

Council's Advocacy Strategy 2025 sets a clear agenda and identifies 32 individual priorities that focus on the issues that we have heard matter most to Penrith residents – roads and transport connections, housing, flooding, liveability, and place-based initiatives in St Marys and Orchard Hills. By aligning our advocacy with strategic planning and community priorities, we ensure our effort is directed to deliver the greatest benefit for Penrith.

Our proactive and evidence-based approach is delivering tangible outcomes, with funding commitments made for the 2025–26 financial year by both Australian and NSW Governments for priorities important to Penrith including:

- **\$5.2 million** to keep Penrith Beach open for a further two years
- **\$1 billion** for land acquisition to progress the south-west Sydney rail extension
- **\$25 million** for planning the Devonshire Link Road and Bradfield Metro Link Road, improving road connections to the Western Sydney International Airport and employment areas
- **\$50 million** (part of) for road upgrades across the Aerotropolis.



2025 Federal Election

In the lead-up to the 2025 Federal Election, Council brought together targeted correspondence with a broad public communications campaign. There were 81 letters sent to ministers, shadow ministers, government agencies, local candidates and key stakeholders to share Penrith's priorities.

Council ran a multi-channel media program to complement and amplify our direct representations to government decision makers. There were 12 online posts on Council's website and social platforms generating more than 16,000 interactions. Seven articles ran in the *Western Weekender* over several weeks, reaching an audience of 35,000 print and 25,000 digital readers each time. This included a 4-part editorial series that highlighted critical city-shaping projects and needs including the Castlereagh Connection, infrastructure to support liveability, and the St Marys Master Plan.

Our advocacy efforts focused around the Federal Election ensured Penrith's evidence-based priorities were visible to decision-makers and the wider community, strengthening Council's call for pre-election commitments for the infrastructure and policy settings our City needs for well managed growth.

Strategic partnerships

To amplify our advocacy messages, Council continued to invest in strategic partnerships with representative organisations and regional alliances, including the National Growth Areas Alliance, Business Western Sydney, Committee for Sydney, Urban Development Institute of Australia and the Property Council. These partnerships strengthen advocacy efforts through joint submissions, shared evidence, and coordinated engagement with state and Commonwealth agencies on matters related to growth, housing, transport and liveability priorities.

Our submissions and representations

In 2024–25, Council made a number of submissions and representations to government relating to matters that impact the wellbeing of community members and the productivity and functioning of our City.

- NSW Government Greater Sydney Parklands Trust Inquiry submission – advocating for adequate funding for infrastructure, maintenance and activation of Greater Sydney Parklands, including for the Fernhill Estate.
- The Independent Pricing and Regulatory Tribunal's draft determination on Sydney Water's pricing proposal for the 2025–2030 period submission – highlighting the need to ensure water infrastructure cost estimates are reasonable and reflect the servicing required to unlock new housing and employment growth areas.
- Australian Government pre-Budget submission – Seeking funding commitments for roads and transport priority infrastructure.
- NSW Government Pre-Budget submission – Seeking funding commitments for Council's advocacy priorities in the areas of roads, transport and liveability.
- Australian Local Government Association (ALGA) motions – 3 motions accepted as ALGA policy platforms including equitable infrastructure funding for growth areas, north-south expansion of Sydney Metro – Western Sydney Airport line and delivering a long-term infrastructure strategy to strengthen transport connections in Western Sydney.
- Local Government NSW (LGNSW) motions – 2 motions accepted as Local Government NSW policy platforms covering equitable provision of infrastructure for housing and the need for clarity on flood planning.
- NSW Government Western Sydney Science Park and Aerotropolis Developments inquiry – Council attended to respond to questions.

Together these interventions demonstrate Council's disciplined, evidence-based and responsive approach to opportunities that arise to advocate for infrastructure, services, and policy certainty required for a resilient, liveable Penrith.



Advocacy spotlight



Flooding

Supporting a thriving and resilient river city is a top priority of Council. We continued to focus significant effort and resources on advocating for the infrastructure and policies needed to balance safety and connectivity of residents as a priority, along with good outcomes for our environment, housing and jobs growth, and continued economic prosperity. In this 12-month period we sent a total of 9 letters and had 10 meetings with key government decisions makers on flood related advocacy priorities.

We continue to call for commitments on 4 key matters: urgently finalise flood panning levels, review the outdated assumptions underlying current flood evacuation modelling, commit to deliver the Castlereagh Connection as a solution to regional evacuation and to unlock the Penrith City Centre, and remove the Penrith City Centre dwelling cap (which was only meant to be an interim measure) to allow more housing and jobs growth in Penrith.

Roads

The provision of major roads and supporting infrastructure is an Australian and NSW Government responsibility. With Penrith's population growing and development across Western Sydney accelerating, we have continued advocacy efforts to achieve robust and fit for purpose road connections as a priority of Council. We are actively advocating for upgrades to critical commuter and freight road corridors for better connections to Penrith's growing employment precincts and Western Sydney International Airport:

- Mulgoa Road – Stages 5A–5B (Blaikie Road to Jamison Road, Jamison Road to Union Road)
- Mamre Road and the Devonshire Link Road
- Werrington Arterial Stage 2 – from Dunheved Road to Great Western Highway
- Luddenham Road
- Erskine Park Road Stage 3 – between Lenore Drive and Bennett Road
- Southern Link Road – corridor connecting Mamre Road to Wallgrove Road
- Elizabeth Drive – full length.

Together these projects will reinforce Penrith's strategic road network, unlock new jobs and housing, and keep people and goods moving efficiently across our region.

Penrith Lakes

and Penrith Beach

Penrith Lakes holds significant potential as a regional recreation and tourism hub. Council is asking the NSW Government to fund a comprehensive vision and master planning exercise that will unlock the site's full activation potential.

In addition, Council is seeking permanent funding for Penrith Beach, ensuring Western Sydney residents retain free access to natural swimming options for recreation and to escape the heat. Since its opening in 2023, the beach has welcomed more than 330,000 visitors across just 2 summer seasons, demonstrating the demand and value the community places on public access. We welcomed the NSW Government's commitment in 2025 to a further 2 years of funding to open Penrith Beach and will continue our efforts to secure long term funding.

Shaping our City

In 2024–25 Council continued to collaborate with the NSW Government to plan new homes, infrastructure and jobs growth close to transport.

Council has a proven Centres Planning Model, nuanced to achieve housing growth with quality place-based outcomes. In this period, we continued planning work that balances long-term objectives with immediate action and supporting our community through change. We worked to activate our neighbourhoods and centres, like St Marys, that are undergoing change in real time while planning for future growth.



St Marys Town Centre Master Plan

St Marys is the first established centre on the new Sydney Metro – Western Sydney Airport line, providing a unique opportunity to connect directly to the Western Sydney International Airport from day-one of operations. In response to this major transport investment, and the NSW Government's Transport-Oriented Development program earmarking St Marys for higher-density, Council has proactively delivered a clear, locally focused and tailored plan to harness opportunities, manage growth, protect character, and ensure infrastructure keeps pace.

The St Marys planning journey began with Council's adoption of the Structure Plan in November 2022, which set the overarching vision and spatial framework for St Marys, shaped by extensive community engagement. Building on this foundation, in this period Council developed and endorsed the St Marys Town Centre Master Plan at its Ordinary Meeting on 3 March 2025, establishing the detailed strategies that will guide growth over the next 20+ years. It includes plans for new homes and jobs, better transport connections, green spaces, and a high-quality public domain, making it easier for people to live, work and travel around the town centre.

The St Marys Town Centre Master Plan uses place-based planning for this strategic centre so that new homes, jobs and services are delivered together, supported by green space, active-transport links and high-quality urban design. It provides capacity for about 9,300 new dwellings and 8,350 jobs by 2041 within an easy walk of rail and metro services, backed by a Development Contributions Plan that when approved by the NSW Government will fund more than \$235 million in local infrastructure, including new paths, parks, community facilities and drainage needed to support the growing community.

To translate the Master Plan ambitions into on-the-ground results, Council adopted amendments to the Penrith Local Environmental Plan (LEP) alongside the Master Plan in March, together with amendments to the Penrith Development Control Plan and new Development Contributions Plan in April 2025, ensuring it is embedded in the statutory planning framework, funded and ready to deliver.

By advancing the Master Plan ahead of the metro's opening, Council is proactively shaping growth rather than reacting to it, giving residents, businesses and investors certainty and ensuring that St Marys evolves into a vibrant, connected and sustainable centre – one that delivers homes and jobs close to public transport while celebrating its unique local identity.

The work continues as Council engages with the NSW Government to finalise the LEP amendments and Development Contributions Plan. Advocacy efforts will continue to target investment attraction, partnership building and community benefit. We will focus on ministerial correspondence, focused stakeholder engagements and strategic grant submissions, all designed to bring the Master Plan to life.

Collaborating to deliver Sydney Metro

– Western Sydney Airport

In 2024-25 Council continued to work with the NSW Government on delivery of the Sydney Metro – Western Sydney Airport rail line and stations. Through tri-government governance arrangements, Council ensures the benefits of the metro project are maximised for Penrith and the wider region.

Throughout the year Council provided detailed input to the NSW Government on station and precinct design. Submissions focused on integrating new station precincts with surrounding areas; providing convenient, safe access for motorists, pedestrians and cyclists; and improving activation and urban design, including continuous active-transport links along the corridor.

Council also continued its advocacy for extending the Sydney Metro – Western Sydney Airport Metro line from Tallawong to Macarthur recognising the extension's importance for cross-regional access to employment, education and industry growth. Council welcomed the NSW Government's June 2024 commitment to fund a strategic business case for the extension and contributed land-use planning expertise to that work during 2024-25.

Fulfilling City Deal commitments

Penrith continues to be an active partner, collaborating with other government stakeholders to deliver commitments under the Western Sydney City Deal, which unites Australian, NSW and local governments to achieve smart, sustainable growth, including job creation and infrastructure investment for the region. Key activities are outlined below.

The Parks Alliance

Penrith City Council dedicated funds and continued engaging in The Parks Alliance, a collaboration of councils in the Western Parkland City that was established to formalise existing collaborations between the Councils involved in the Western Sydney City Deal. Commencing November 2024, the Mayor of Penrith, Councillor Todd Carney, acted as Chair of the Parks Alliance and continued to drive collaboration with Australian, NSW and local governments to deliver key City Deal commitments including more jobs and supporting infrastructure, and to advocate for the Western Parkland City.

Western Sydney Planning Partnership

The Western Sydney Planning Partnership (Planning Partnership) is a vehicle for delivering outcomes for Western Sydney through a collaborative strategic planning approach. Council dedicated funding and resources to support the Planning Partnership, ensuring projects were delivered as planned. We continue to work closely with partner councils and state agencies on collaborative planning approaches to support the transformation of Western Sydney and deliver high-quality outcomes for local communities.

Amplifying our work

In 2024-25 we proactively issued media releases, media statements and media alerts and worked collaboratively with journalists and producers across print, broadcast and digital media to secure coverage at a local, metropolitan and national level. Council values the role the media plays in sharing our news and informing the community and beyond about our events, projects, services and facilities. Penrith is a rapidly growing city, in the heart of the fastest growing region in Australia, and we continue to leverage the reach and influence of the media to amplify our advocacy for adequate infrastructure.

Notable media moments from the last 12 months

Council's advocacy in re-opening Penrith Lakes for the community and Western Sydney residents which led to the subsequent re-opening of Penrith Beach for 2024-25 summer.

Support for the Penrith Panthers in the lead up to their fourth consecutive NRL Premiership win including a 9 News feature on Council's efforts to celebrate the team.

9 News exclusive on the opening of Gipps Street Recreation Precinct ahead of the official opening.

News coverage of the Mayors from the Western Parkland City advocating for the extension of the metro to the north and south.

Metro media coverage of the St Marys Town Centre Master Plan going on public exhibition featuring interviews with the Mayor and Member for Londonderry Prue Car MP.



94
media releases



685
mentions in the media



17.2
million people through Media Reach



15
front page covers in Western Weekender and Nepean News



10
stories on 7NEWS, 9 News, and 10 News First



34
mentions on radio



who are we?

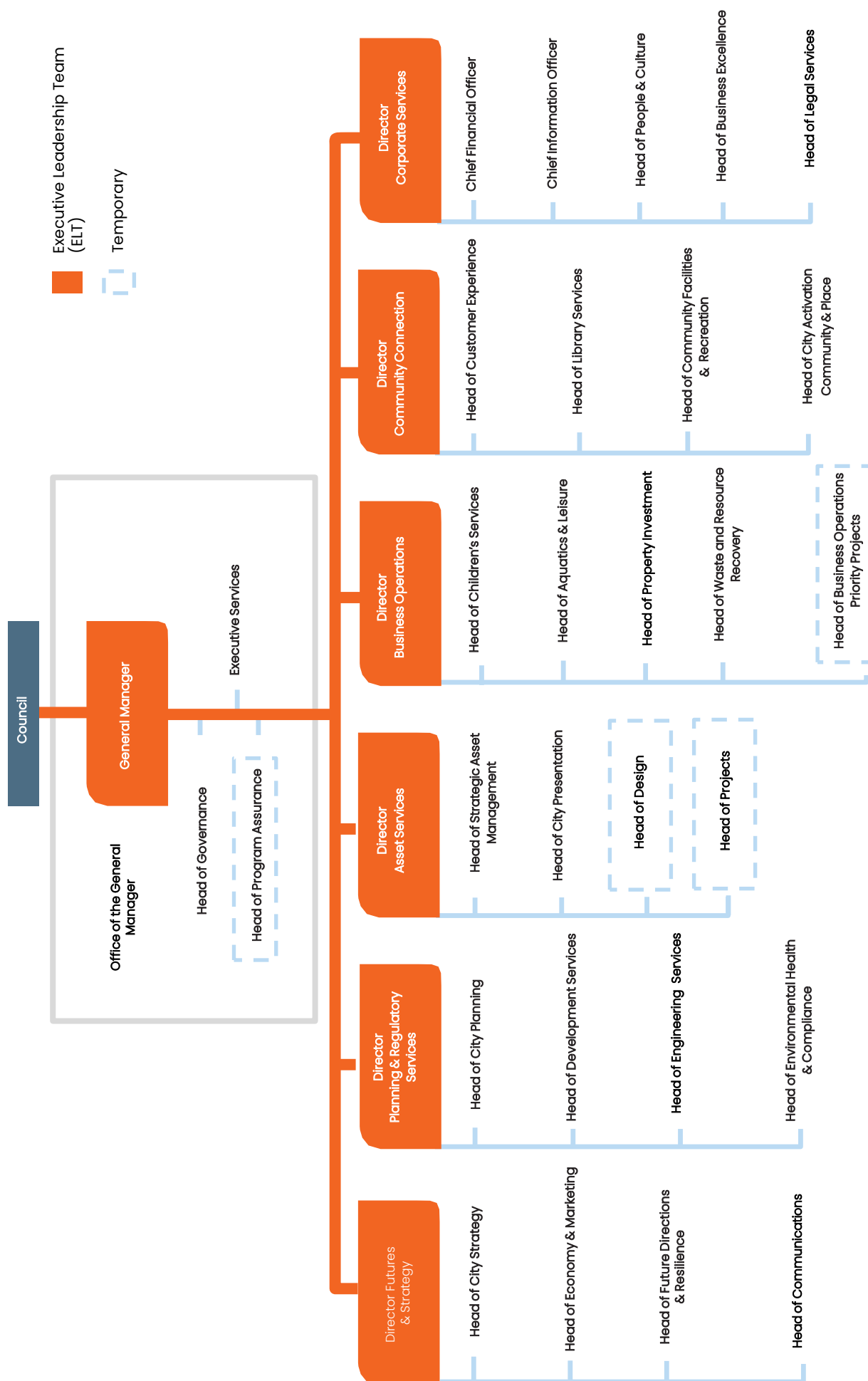


As of 1 July 2024, a new organisational structure came into effect. The new structure has been designed to meet the following key objectives:

- greater alignment and synergies
- applying a 'one team' lens to organisational design
- greater alignment of critical capabilities
- greater focus on program delivery
- laying foundations structurally to embrace role clarity, leadership identity and cohesion
- repositioning directorates to generate improved alignment to growth cycle.

Our Organisational structure

as at 30 June 2025



Our Penrith

Population

ABS Census

2021  217,664

2041  271,518

NSW Department of
Planning Projection

404
km²

55km west of
Sydney's CBD



49.4%

Male



50.6%

Female



5%

Indigenous

14%



Aged 0-9 years old

13%



Aged 10-19 years old

55%



Aged 20-59 years old

18%



Aged 60+ years old

35

Median Age



\$1,903

Household median
weekly income



29%

People born
overseas



24%

Households where
non-English
language is used



57,893

Number of families

48%



Families with children

19.5%



Single parent
families

31%



Families with no children

1.5%



Other



1.9

Average
children
per family

25%

Dwellings
owned

40%

Dwellings
mortgaged

33%

Dwellings
rented

2%

Dwellings
other

1.9



Average motor
vehicles per
household

2.8



Average people
per household

6

Water play
facilities



203

Car parks

52

Childcare
educational
services

132



Sportsgrounds

38



Suburbs

1,112

of roads

41



Community
centres

5



Cemeteries

3



Libraries

163

Playspaces



1,011

Retail food
business

743

of footpath
and shared
pathways



19



Fitness
equipment
locations

3

Synthetic
fields

9



Off leash
dog parks

7



Skate
facilities



81,152

Number of dwellings



78.5%

Separate house



12%

Semi detached,
terrace house



9%

Apartment or unit

0.5%

Other

5%

Live with a
profound or
severe disability

7%

Live with
a mild or
moderate
disability



Source: Penrith City Disability Snapshot 2018

Our services

We deliver a wide breadth of services to the community

Constructing, managing and maintaining:

- civil assets (such as roads, drainage and footpaths)
- recreational areas, public and open spaces
- Council buildings and facilities
- Council controlled cemeteries
- aquatic leisure centres and facilities

Providing and managing waste and resource collection services

Advocating to other levels of government on behalf of our community

Planning for the future of the City

Communicating and engagement with our customers

Sustainability initiatives, programs and education

Developing and managing property

Supporting local emergency management services and contributing to public safety

Promoting and marketing of the City

Providing community activities and events

Development assessment, certification and approval services

Compliance and regulatory functions, including animals and illegal dumping

Protecting and enhancing the environment

Children's services

Library services

Floodplain planning

Traffic management, parking and road safety planning

Providing corporate functions to ensure the organisation runs efficiently and effectively and abides by all legislative requirements



Our areas of operation

The Penrith Local Government Area comprises 404 square kilometres and the Penrith CBD is located 55 kilometres west of the Sydney CBD. The LGA is bordered by six other LGAs—Blacktown, Blue Mountains, Fairfield, Hawkesbury, Liverpool and Wollondilly.

Penrith City Council operates out of four primary sites. They are:

Civic Centre and Library

601 High St, Penrith

Works Depot

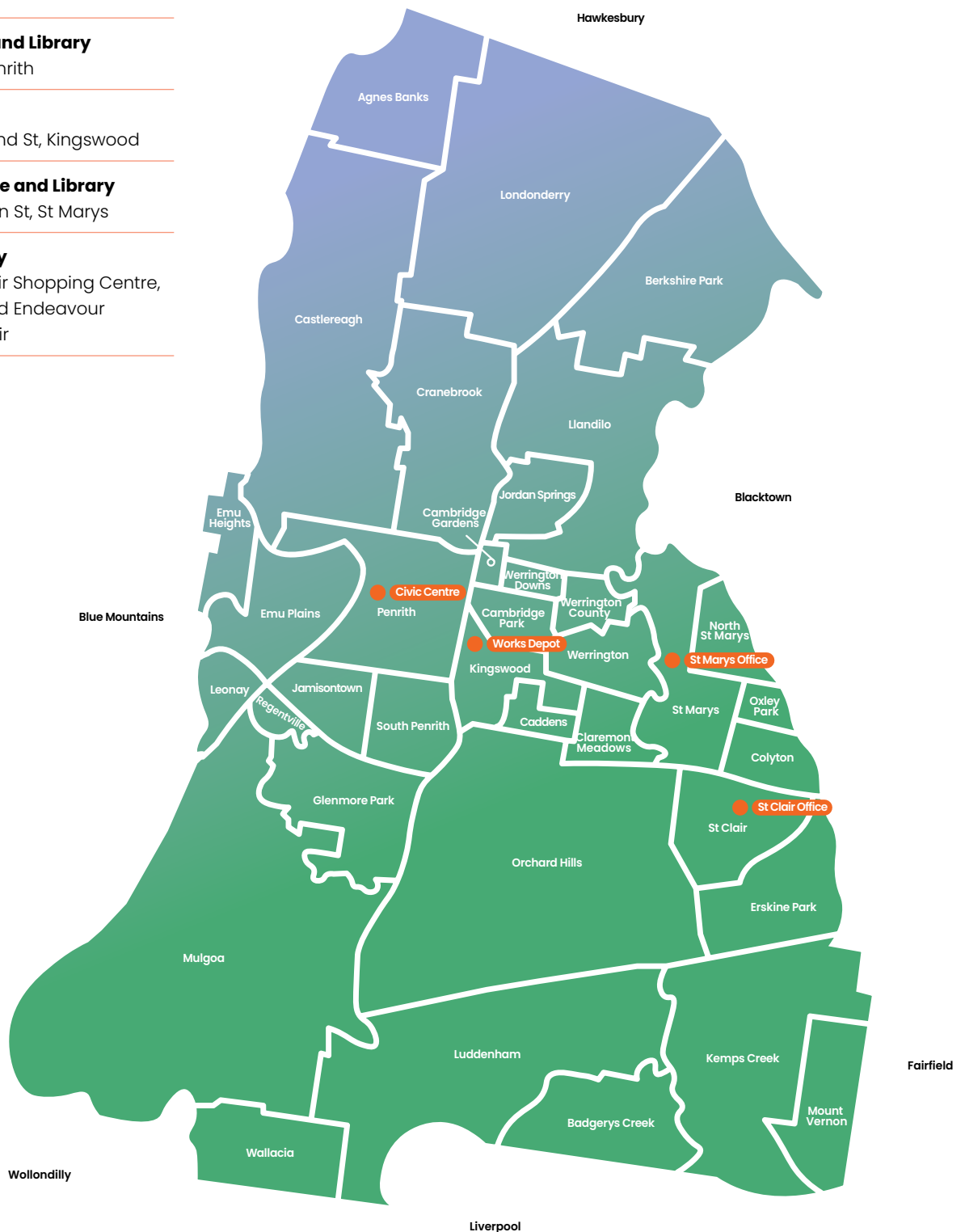
34–58 Copeland St, Kingswood

St Marys Office and Library

207–209 Queen St, St Marys

St Clair Library

Shop 12, St Clair Shopping Centre,
Bennett Rd and Endeavour
Avenue, St Clair



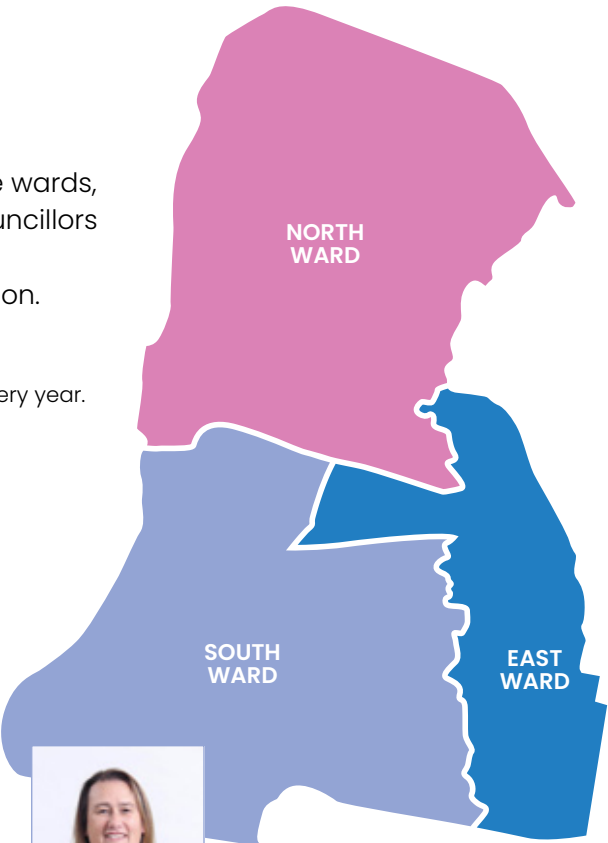
Our councillors

The Penrith Local Government Area (LGA) is made up of three wards, with five Councillors representing each ward. Our current Councillors were elected in September 2024. Together, the 15 Councillors represent the interests of our community and the Penrith region.

They will serve until the next Local Government elections in September 2028.

A Mayoral election is held every two years and a Deputy Mayoral election every year.

Each of our Councillors brings a wealth of knowledge to the role. While each Councillor represents a particular ward, their ultimate consideration must be the current and future interests of the City as a whole.



South Ward



Kirstie Boerst



Sue Day



Hollie McLean

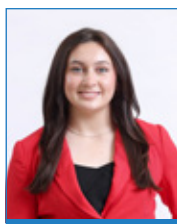


Vanessa Pollak



Faithe Skinner

East Ward



Libby Austin



Todd Carney



Sabbie Kaur



Edwin Mifsud

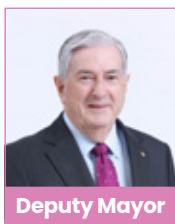


Garion Thain

North Ward



Robin Cook



Ross Fowler OAM



Glenn Gardiner



Reece Nuttall



John Thain

Councillor Todd Carney **Mayor**

Cr Todd Carney is serving his second term as Mayor of Penrith. He was elected to Council in 2016, first elected as Mayor in September 2023, and again in October 2024.

Cr Carney is particularly focused on realising the full potential for Penrith and Western Sydney at this time of significant growth and investment. In November 2024 he was elected Chair of The Parks Mayoral Forum, the alliance of Western Sydney councils working to advance broad opportunities for the region. He has been a member of the National Growth Areas Alliance (NGAA) Strategic Advisory Committee since 2022.

Cr Carney has been Council's representative to Hawkesbury River County Council since 2024. He served on the Access Committee from 2016 to 2024, championing better access for people with disabilities and limited mobility, and on the Board of Children's Services from 2016 to 2024, working to ensure quality services to give children a head start.

Cr Carney has been a member of the Fernhill Estate Community Trustee Board since 2023 and was a voluntary Board Member and Secretary of Nepean Community College from 2008 to 2019.

Born and raised in Western Sydney, Cr Carney lives in Glenmore Park with his wife Sharon and their 3 children. After starting an apprenticeship at the age of 16, Cr Carney worked as a heavy vehicle mechanic for 12 years. He was an electorate officer in the Office of David Bradbury MP for 6 years, where he advocated for Western Sydney and supported locals. Prior to being elected as Mayor, Cr Carney was the National Service Manager for a global crane manufacturer.

Councillor Ross Fowler OAM **Deputy Mayor**

A long-term local resident, Cr Fowler is in his eighth consecutive term on Council after first being elected in 1991. He served as Mayor in 1995–1996, 2013, 2014 and 2018–2020. He also served as Deputy Mayor in 2015 and was elected current Deputy Mayor in October 2024.

Cr Fowler holds a Bachelor of Commerce, is a Fellow of the Institute of Chartered Accountants, a registered Company Auditor and Tax Agent and is the Principal of Ross Fowler and Co, a Chartered Accountancy firm in Penrith. Since 1991 he has represented Council on CivicRisk Mutual Ltd (formerly Westpool) – the local government insurance and risk management mutual – and he is currently Chairman of the Board of Directors.

Cr Fowler was instrumental in securing the Penrith Whitewater Stadium for Penrith in the lead-up to the 2000 Olympics. He was Chairman of the Board of Directors of the company which operated the facility. He is a member of the boards of Penrith Performing & Visual Arts Ltd and Penrith City Children's Services Cooperative, and also represents Council on the Audit, Risk and Improvement Committee. His extensive financial acumen has been of great benefit to Council.

Cr Fowler is leading Council's aim to increase its property investment portfolio to reduce Council's future financial reliance on rates income. Cr Fowler's goal is to help support a strong local economy and ensure Council remains in a sound financial position to best meet the needs and expectations of residents and ratepayers.

Outside his duties as a Councillor, he has been a Director of the Australian Foundation for Disability. He is a member of St Marys Rotary Club, having held positions including president, club service director, community service director, secretary and treasurer. He was also the President of the Board of Trustees for Blaxland Crossing Rest and Recreation Ground Land Manager at Wallacia. He enjoys time with his family, gardening, local history and bee keeping.

Councillor Libby Austin

Cr Libby Austin is serving her first term as councillor, elected in September 2024.

Council's youngest ever councillor, she grew up in St Clair. Cr Austin completed her HSC in 2023 and is now pursuing a double degree in Business and Communications at Western Sydney University, where she sits as a student representative for First Nations students. She has experience working in various small businesses in the community. Cr Austin is particularly interested in amplifying the voices of youth and women in Penrith, and delivering local services, infrastructure and jobs to help build Penrith's economy. She also is focused on ensuring our community is safer, and more equitable for all those who call Penrith home.

Councillor Kirstie Boerst

Cr Kirstie Boerst is serving her first term as councillor, elected in September 2024.

A Penrith local, Cr Boerst is an experienced creative producer, founder and director of the StarBurst Film Festival. She is passionate about producing content that inspires audiences, changes lives and educates others to do the same.

Cr Boerst is driven to help build a strong, resilient, inclusive and creative community. She is particularly focused on ensuring access to services and facilities for the community, including palliative and aged care, and resources and assistance for people living with disability.

Councillor Robin Cook

Cr Robin Cook was elected to Penrith Council at a by-election in May 2018.

Cr Cook has lived in the Penrith area since 1983 and her family's association with Penrith spans many generations. Her great uncle was elected to Penrith Council in 1936.

As a former registered nurse and carer for a parent with disabilities, Cr Cook has a keen interest in the health and wellbeing of the community. She has a deep respect for the First Nations peoples of the area and is committed to advocating for members of the

community who are marginalised. Cr Cook also has special interest in sustainability and the environment.

Councillor Sue Day

Cr Sue Day is serving her second term as councillor, after being first elected in December 2021. She has been a Penrith resident since 2002 and is a proud working mother and grandmother.

Cr Day's key motivation is to ensure balanced growth for Penrith, supported by the infrastructure required to ensure the City is liveable, accessible and prosperous. She is especially focused on advocating for sustainable, affordable and accessible public transport.

Cr Day is family-oriented with a strong interest in supporting children in Penrith to reach their potential. She volunteers with the Schools Industry Partnership in Penrith, which works with students to improve interview skills.

Cr Day has more than 30 years' experience in finance management, with diplomas in Business Management, Financial Services, Communications and Accounting.

Councillor Glenn Gardiner

Cr Glenn Gardiner was elected to Council in December 2021 and is serving his second term as councillor.

Cr Gardiner lives in Londonderry with his wife and 2 children. He has long held an interest in politics and believes the biggest difference can be made on a local level, which is what motivates him to represent his community. Cr Gardiner is focused on ensuring the growth of the Penrith LGA with the goal of creating a liveable city, which respects and harnesses the can-do attitude and family-focused culture of Penrith.

Cr Gardiner works as a Sales Manager for Capricorn Risk Services, and serves as Chair of SeeAbility, a Penrith-based organisation supporting people with neurological disabilities.

Councillor Sabbie Kaur

Cr Sarbjeet (Sabbie) Kaur is serving her first term as councillor, elected in September 2024.

Cr Kaur is a dedicated member of the Penrith community, having called it home since 2008. With qualifications in education, commerce, and accounting, Cr Kaur has primarily dedicated her career to teaching while also serving as an accountant for a local Western Sydney firm. These diverse experiences enable her to bring valuable insights to her role, instilling principles of empowerment and fostering a culture of ambition and achievement in the community.

Cr Kaur chairs the Multicultural Working Party, where she actively advocates for inclusion, representation and cross-cultural understanding. Her role on the committee reflects her commitment to celebrating diversity and ensuring that the voices of all community members are heard and respected.

Her ethical approach to leadership emphasises transparency, collaboration, and compliance. In understanding the unique challenges we face, she will leverage her expertise and local knowledge to advocate for business services and solutions that meet community needs in a socially balanced and cost-effective manner. Cr Kaur is further committed to delivering the community's vision for Penrith by enabling sustainable growth and protecting our people, places, and environment.

As a representative, she values open communication with residents and is dedicated to making decisions that reflect the community's priorities and align with the Council's overall goals. She aims to unite the community and the Council, working towards a brighter future, enhancing opportunities and quality of life for all in Penrith.

Councillor Hollie McLean

Cr Hollie McLean is serving her first term as councillor, elected in September 2024.

A third generation Penrith local, Cr McLean is a working mother living in Glenmore Park. Cr McLean was taught from an early age about the power of using her voice to advocate for change, and she now works as a consultant Change and Project Manager.

Cr McLean sees Council as the home of local city-shaping and place-making. She is passionate about creating equal opportunities for all people, and driven to build an inclusive, equitable and thriving community in Penrith.

Cr McLean has a special interest in public policy and says that the people who make policy matter. She is proud to bring the voices of disability and inclusion into policymaking for Penrith.

Councillor Edwin Mifsud

Cr Edwin Mifsud is serving his first term as councillor, elected in September 2024.

He and his wife have raised their 3 children in the St Clair area, and they are the proud grandparents of 4 grandchildren.

Cr Mifsud worked as a telephone technician with Telstra for 36 years, and later established his own telecommunications company specialising in telephone system installation, integrated cabling and data installations. Cr Mifsud has been a lifelong Labor member. He is well connected throughout the community and is proud to represent the voices of multiple generations.

Councillor Reece Nuttall

Cr Reece Nuttall, elected in September 2024, is serving his first term as councillor. A proud Cranebrook local and youth advocate, he was named Penrith's Young Citizen of the Year in 2023.

Cr Nuttall is committed to investing in local sporting facilities, creating safe and fun entertainment and hospitality options, and supporting quality preschool and childcare services.

In addition to his role on Council, he works full-time as a lawyer in Insurance Litigation at Bartier Perry Lawyers. Cr Nuttall holds a Bachelor of Laws from Macquarie University and is one of Council's youngest serving councillors.

Councillor Vanessa Pollak

Cr Vanessa Pollak is serving her first term as councillor, elected in September 2024. Born and raised in Western Sydney, she has called south Penrith home for over twenty years.

With a strong educational background, Cr Pollak holds a Bachelor of Accounting (with distinction) from Western Sydney University, along with a Diploma of Accounting and a Certificate IV in Small Business Management from TAFE NSW. She is also a registered BAS Agent.

Passionate about supporting local businesses, Cr Pollak has extensive experience working with small to medium organisations in the region, helping owners manage their financial and payroll needs. For over a decade, she co-ran a property maintenance business while raising her 3 children with her husband Dennis. This experience has given her valuable insight into the challenges faced by local families and small business owners.

Community involvement is a core value to Cr Pollak, and she has volunteered extensively in various local roles. As the first member of the Libertarian Party elected to Penrith City Council, she is committed to advocating for the needs of residents and ensuring a responsive and engaged local government.

Councillor Faithe Skinner

Cr Faithe Skinner is currently serving her first term as a councillor, elected in September 2024. A resident of south Penrith since 2003, she is married with 3 adult children and has a deep knowledge of her area.

Cr Skinner is a registered BAS Agent with a Diploma in Accounting. She co-owns a registered NDIS and Approved Aged Care business, with a specialisation in dementia care, passionately supporting vulnerable community members with tailored services.

Cr Skinner is focused on assisting the community work through issues and concerns and helping people understand the choices available. She enjoys giving back to the community. She supports Penrith CBD Corp, assisting with the Penrith Community Kitchen at Christmas.

Councillor Garion Thain

Cr Garion Thain is a lifelong resident of the City of Penrith, serving in his first term as councillor since September 2024.

Cr Thain began his career as a forklift operator in the transport industry while completing a degree in Communications at Western Sydney University, before subsequently working in a variety of roles across the communications and digital industry.

Cr Thain grew up in north St Marys and believes that everyone in Penrith deserves a fair go – those being fair opportunities to succeed and thrive.

During this time of dynamic change in Penrith and St Marys, his primary focus is ensuring that residents, particularly young people and families, benefit from the new services and infrastructure, as well as to help realise a modern town centre for St Marys.

Cr Thain chairs Council's Heritage Committee, to ensure Penrith's history is preserved during this period of growth and change. He also serves on the Access Committee to continue his advocacy for people with disabilities, and serves as Council's appointee to the board of the St Marys Town Centre Corporation.

In 2023, Cr Thain ran as Labor's candidate for Badgerys Creek in the NSW State Election.

Councillor John Thain

Cr John Thain has been a Penrith City Councillor since 1999. He was Mayor in 2005–06 and 2016–18, and Deputy Mayor in 2004–05 and January 2022.

Cr Thain has been involved with several committees, including as Chair and Vice Chair of Hawkesbury River County Council, Chair of Penrith Sports Stadium, and member of the Ripples Board and the North St Marys Neighbourhood Committee. From 2016–2018, Cr Thain was the Chair of the Western Sydney City Deal Mayoral Forum. He also served on the Penrith Whitewater Stadium Board.

Cr Thain holds electrical qualifications, is a former senior advisor to a NSW Housing Minister and works in the allied health disability sector. Cr Thain is a strong advocate for people with disabilities, and housing diversity and affordability. He is committed to building strategic alliances and partnerships to deliver Council's vision for Penrith as a sustainable and vibrant city.

Our Councillors prior to the September 2024 election

South Ward

Councillor Jim Aitken OAM

Councillor Mark Davies

Councillor Sue Day

Councillor Karen McKeown OAM

Councillor Mark Rusev

East Ward

Councillor Bernard Bratusa

Councillor Todd Carney

Councillor Robin Cook

Councillor Tricia Hitchen

Councillor Marlene Shipley

North Ward

Councillor Kevin Crameri OAM

Councillor Ross Fowler OAM

Councillor Glenn Gardiner

Councillor Jonathan Pullen

Councillor John Thain

Our outgoing Councillors

Councillor Jim Aitken

Councillor Jim Aitken resigned as a Councillor on 29 June 2023, due to ill health. After 28 years serving the Penrith community, Jim decided to finish his time on Council. In his role as a Councillor, Jim served in various roles and was a consistent part of Penrith's growth and transformation. He was elected as a Councillor seven times; served as Mayor in 2008–2009 and was Deputy Mayor twice, in 2010–11 and again in 2013–14.

Council thanked Jim for his decades of service to our great City through a Mayoral Minute at the Ordinary Meeting of Council on 24 July 2023.

Councillor Mark Davies

Cr Mark Davies was first elected to Penrith City Council in 2004, served as Mayor in 2012–13 and was elected Deputy Mayor in September 2023. He is passionate about attracting investment to Penrith, boosting the local economy and creating more jobs for residents.

Before joining Council, Cr Davies worked as a broadcast technician in the television industry. Cr Davies is married to Tanya Davies MP, Member for Badgerys Creek.

Councillor Karen McKeown

Cr Karen McKeown OAM was elected to Council in 2004, 2008, 2012 and 2016, serving as Mayor in 2015–2016 and again from September 2020 until December 2021. She also served as Deputy Mayor in 2006–07 and in 2019–2020. In March 2023, Cr McKeown was elected as Member for Penrith. She also serves the people of NSW as a Member of the Committee on Children and Young People and the Committee on the Ombudsman, the Law Enforcement Conduct Commission and the Crime Commission.

Cr McKeown holds a Bachelor of Commerce degree from WSU Majoring in Management with double sub majors in Law & Employee Relations; and the Executive Certificate for Elected Members from UTS. She is a graduate of the Australian Institute of Company Directors and the Australian Institute of Superannuation Trustees. She also served as an elected Councillor on Hawkesbury River County Council, the Local Traffic Committee, Council's Resilience Committee and Multicultural Working Party. Cr McKeown was one of Council's Sustainability Champions representing Council and our City on environmental topics. She is passionate about ending homelessness and providing a voice for our growing multicultural community.

Councillor Mark Rusev

Cr Mark Rusev was elected to Penrith City Council at the Local Government election in December 2021. As a resident of St Clair, Cr Rusev understands the day-to-day needs of Penrith City Council residents and recognises that full potential of the Penrith LGA is still to be realised. He focused on catering for the city's growing population by working to create employment opportunities, new infrastructure to accommodate our expanding community, and increasing the quality of life for residents.

Cr Rusev feels Council services are essential for creating a vibrant community and is particularly interested in enhancing community libraries. Cr Rusev values the opportunities the Western Sydney International Airport provides to Penrith. He was committed to advocating for more funding from the NSW and Australian Governments to fund transformational projects in our community. Cr Rusev also valued the diversity within Penrith and welcomed the contribution of new citizens who brought fresh perspectives and family-oriented values to the area. Cr Rusev represented Council on the Penrith CBD Corporation Board. He was a member of Council's Heritage Advisory Committee, Resilience Committee, Library Services Working Party, Multicultural Working Party, Recreation Working Party, and was a Penrith City Council Sustainability and Resilience Champion.

Councillor Bernard Bratusa

Cr Bernard Bratusa has been a local resident since 1980 and was first elected to Council in 2012. Cr Bratusa and his wife Katheryne have raised three children, and proudly boast the addition of three grandchildren. Bernard is proud to call Penrith home, believing the City's future is positive and unlimited in terms of opportunities.

Supporting local businesses, creating employment, respecting our heritage and protecting our rural villages were key priorities for Bernard. Bernard still believes Penrith remains the big little town he fell in love with 40 years ago, blessed with good people and where dreams become reality.

Councillor Tricia Hitchen

Cr Tricia Hitchen is a highly decorated former Commissioned Police Officer. She had been on Council since 2012 and was Mayor from January 2022 to September 2023, and Deputy Mayor from 2016–2017, and 2020–21. Cr Hitchen has been a member of Council's Access Committee for 10 years, including as Chair for five years. She was a member of the Local Traffic Committee (representing the Member for Penrith) and the Penrith Performing and Visual Arts Limited (PP&VA) Board. Cr Hitchen was elected to the Board of Panthers in 2023 and is a volunteer Director of The Haven Nepean Women's Shelter and vocal on issues of family and domestic violence.

As the mother of a special needs child, Cr Hitchen is a strong advocate for people with disabilities, accessibility and equity. A long-term resident of the East Ward, Cr Hitchen worked hard with her local communities to achieve positive outcomes. She was instrumental in the funding and development of the Brisbane Street Park in St Marys and worked with Council to achieve better outcomes in the Oxley Park area. Cr Hitchen also lobbied Council for adult changing spaces in the Penrith and St Marys CBDs. Working with the community of Kingswood, Cr Hitchen helped establish the food and book pantries in Wainwright Park, Kingswood. Cr Hitchen was also a strong supporter of Council's Village Café program.

Councillor Marlene Shipley

Cr Marlene Shipley was elected at the Local Government election in December 2021. Cr Shipley has raised her family in the Penrith LGA and worked locally for decades. Cr Shipley is well-known in the community, largely due to her role as CEO of St Marys Diggers and Band Club. She first joined the club as Senior Financial Manager and was later appointed CEO in 2007. In both roles, Cr Shipley works closely with local community groups and has a thorough understanding of the City's needs. Cr Shipley is also a civil marriage celebrant and has taken part in many memorable weddings in the community.

She is passionate about voicing the concerns of residents and working collaboratively with the community. As a councillor, she strived for a more liveable, functional, and sustainable future. Cr Shipley saw her platform as a chance to advocate for Penrith, to attract additional funding, build on business connections, and improve the lifestyle and recreational options for residents. Cr Shipley volunteers her time on several boards, including the St Marys Town Centre Management Corporation. She represented Council on the Floodplain Risk Management Committee and the Hawkesbury River County Council.

Councillor Kevin Crameri OAM

Cr Kevin Crameri OAM was first elected to Council in 1974. He served as Mayor in 1996–97, 2009–10 and 2010–11, and as Deputy Mayor in 1988–89. He was also a Justice of the Peace. He lived in the local area since he was six years old and was actively involved in many local committees and groups, including as Chairperson for Council's Flood Committee since its inception.

Cr Crameri was a life member and former Deputy Captain of the Llandilo brigade of the NSW Rural Fire Service, life member of Llandilo Public School P&C, member of the Nepean District Historical Society and President of Cranebrook High P&C for six years.

Cr Crameri a qualified fitter machinist and tool maker, received his OAM in 1999 for service to local government and the community.

Councillor Jonathan Pullen

Cr Jonathan Pullen was elected at the Local Government election in December 2021. Cr Pullen was born at Nepean Hospital in 1990 and has spent his life in Penrith. Cr Pullen is a Western Sydney University graduate and holds a Bachelor of Communication. He has a professional background in publishing, marketing, e-commerce, digital marketing and social media.

Cr Pullen has always held a firm interest in local, state and federal politics; becoming politically active from a young age, he began volunteering and campaigning for the Labor Party. He served as President of the ALP Lindsay Federal Electorate Council for five years and as Treasurer and Secretary of the Werrington and Cambridge Park ALP branch for five years. Within these roles and through his work with local and state government organisations, Cr Pullen has become well-versed in discussing the needs of residents. During his term Cr Pullen became an Independent member of Council proudly overseeing the city's development as an iconic locale with an unfaltering commitment to progress, quality of life and growth opportunities for business.





How we engage

How we communicate

Online



eNewsletter

Electronic direct mail

Social media

YouTube

Online workshops

yoursaypenrith.com.au

penrith.city

Locally



Local media

Public notices

Direct mail

***Our Place* magazine**

Council staff

Pop-up information kiosks

Local organisations and service providers

Your Say Penrith – community participation opportunities

Council uses the Your Say Penrith website to inform and engage the community about opportunities to contribute to our plans, priorities and activities. During 2024–25 the Your Say Penrith site was visited 95,487 times, there were 5,952 document downloads, and 2,618 community contributions – in the form of survey completions, quick polls, and other feedback mechanisms. Council also provides in-person engagement opportunities which are promoted through Council's communication channels such as direct mail outs, *Our Place* magazine, local events, on Council's website and through social media channels.

Projects shaped by our community

- In 2024-25 we listened to our community's perspective in shaping projects including:
- Biodiversity Strategy
 - Claremont Creek Flood Study
 - Community Award Nomination
 - Community Engagement Strategy and Participation Plan 2024-28
 - Events Strategy 2025-2030
 - Greening our City Program
 - Peach Tree and Lower Surveyors Creeks Floodplain Risk Management
 - Penrith and St Marys 24-hour Economy Strategy
 - Penrith City Library Floorplan
 - Project Play
 - St Marys central park
 - St Marys Town Centre Master Plan
 - Towards Penrith 2041+ Community Strategic Plan

- We also sought our community's input on park and reserve upgrades including:
- Adelaide Street Reserve Playspace Upgrade
 - Allsopp and Paterson Oval Playspace Upgrade
 - Amaroo Street Reserve Playspace Upgrade
 - Bel Air Road Reserve Playspace Upgrade
 - Cook Park Upgrade
 - Edna Dunn Reserve Playspace Upgrade
 - Glenmore Park Child and Family Centre Playspace Renewal
 - Goldmark Crescent Reserve Upgrade - Cranebrook
 - Greenway Drive Reserve Playspace Upgrade
 - Ladbury Avenue Reserve Playspace Upgrade
 - Margaret Porter Reserve Playspace Renewal
 - Myrtle Road Reserve Playspace Renewal
 - North St Marys Playspace Upgrades
 - Parker Street Reserve Upgrade
 - Ted Little Park Upgrade.

Our year ahead

Join the conversation in 2025-26

There will be several opportunities for our community to provide perspectives on issues that affect them including:

Cranebrook Neighbourhood Plan

Disability Inclusion Action Plan

Events Strategy

Fees and Charges 2026-27

Green Compostable Bag survey

Local land use planning and development matters

NAIDOC Engagement

Operational Plan 2026-27

Penrith Mayoral Challenge

Playspace, park and reserve upgrades

Reconciliation Action Plan

St Marys central park

Youth Led Action Plan

Penrith Biodiversity Strategy 2026-2036

Ready to Have Your Say?

Join our online community to keep up to date and participate in shaping Penrith's future.

yoursaypenrith.com.au



Case study

Community Strategic Plan engagement

Community is at the heart of everything we do.

To ensure that our policies and decisions are aligned with the needs and desires of the community, Council develops a Community Strategic Plan that reflects the vision of our community. It's our key guide to inform decision-making now and into the future.

What is the Community Strategic Plan?

The *Penrith 2041+ Community Strategic Plan*, reflects the collective values and aspirations of Penrith's vibrant community. Council engages with our community to create the plan, which is an important opportunity for people's voices to be heard. Everyone can share their ideas, identify what they love about Penrith, what needs to change and which challenges to prioritise. The plan is reviewed regularly to ensure it remains relevant and aligned with the evolving needs of the community. The *Penrith 2041+ Community Strategic Plan* illustrates a shared journey ahead for the community and stakeholders. Together, this is our commitment to shaping Penrith into the best version of the place that we love. Council's role is to facilitate the development of the plan on behalf of the community and ensure our service delivery is focused on what matters most to our residents now and into the future.

How did we engage?

The Community Strategic Plan was developed following input from residents, visitors, local workers, service providers, businesses and community groups between April and August 2024. We engaged with hundreds at workshops and events, even asking children to have their say by drawing their vision for the future. Surveys were delivered to all residential and commercial addresses in the Penrith Local Government Area and were available online via the Your Say Penrith website.

Following further engagement through the public exhibition, taking on board comments and suggestions submitted by community members, the plan was endorsed by Council in June 2025.

What did we hear?

Using ideas submitted through surveys, we identified an overarching vision statement, embodying where Penrith residents want to be in 2041.

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

To bring the community's long-term vision to life, 5 strategic directions were identified, providing a framework for aligning efforts across Council, partners and the broader community.



Strategic Direction 1
Nurture our environment



Strategic Direction 2
Support our wellbeing



Strategic Direction 3
Shape our growing city



Strategic Direction 4
Provide for our lifestyle



Strategic Direction 5
Work together

What now?

The *Penrith 2041+ Community Strategic Plan* acts as a roadmap for coordinated progress that is responsive to local needs and aspirations. It represents the collective voice of the Penrith community and is used to guide all Council planning and decision making.

Take a look at the document on our website – available in standard text and Easy Read.



Our calendar of events

July

Mini Makers
– City Park, Penrith
10 JULY 2024

Mini Makers
– Kokoda Park,
St Marys
17 JULY 2024

**NAIDOC Week
celebration**
– Jamison Park,
Penrith
11 JULY 2024

**2024 Penrith Local
Celebration Awards
Presentation**
25 JULY 2024

August

**Honoured Citizen
Reception**
2 AUGUST 2024

Penrith Mayor's Cup
8 AUGUST 2024

**Victor Chang Cardiac
Research Institute
School Science Awards**
29 AUGUST 2024

**Gipps Street Recreation
Precinct Grand Opening**
– Claremont Meadows
31 AUGUST 2024

September

Citizenship Ceremony
17 SEPTEMBER 2024

**Mayor's Thank You
Morning Tea for Local
SES, RFS and St Johns
Ambulance – Civic
Centre, Penrith**
5 SEPTEMBER 2024

**REAL Festival – Tench
Reserve, Jamisontown**
20 AND 21 SEPTEMBER
2024

October

**NRL Grand
Final Live Site**
– The Mondo, Penrith
6 OCTOBER 2024

Mini Makers
– City Park, Penrith
2 OCTOBER 2024

Mini Makers
– Coachmans Park,
St Marys
9 OCTOBER 2024

November

**Citizenship
Ceremony**
13 NOVEMBER 2024

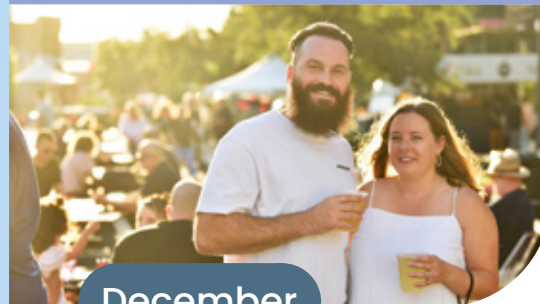
**Write Out West
Festival**
– Penrith City
Libraries
27 NOVEMBER
– 5 DECEMBER 2024

December

Penrith Producers
– High Street
/Triangle Park,
Penrith
6 DECEMBER 2024

**Walk Against
Domestic Violence**
– Tench Reserve,
Jamisontown
8 DECEMBER 2024

**Civic Reception
for Penrith's 2024
Paris Olympians
and Paralympians**
– Civic Centre,
Penrith
10 DECEMBER 2024



2024

January

Citizenship Ceremony
26 JANUARY 2025

Australia Day Celebrations at Ripples Leisure Centres; Penrith and St Marys
26 JANUARY 2025

February

NO EVENTS WERE HELD

March

Seniors Festival Comedy Gala and Services Expo
– The Joan, Penrith
3 MARCH 2025

Panthers Premier Netball League Season Launch
5 MARCH 2025

Regatta Park Community Launch
8 MARCH

Citizenship Ceremony
12 MARCH 2025

Culture Fusion
– Lang Park, St Marys
22 MARCH

Lunchtime Tunes
– Coachmans Park, St Marys
4 MARCH-29 APRIL

Lunchtime Tunes
– City Park, Penrith
4 MARCH-29 APRIL 2025

Community Leaders Reception – Civic Centre, Penrith
26 MARCH 2025

April

Penrith Producers
– Triangle Park, High Street and Riley Street, Penrith
4 APRIL 2025

Youth Week event
– Gipps St Recreation Precinct, Claremont Meadows
9 APRIL 2025

St Marys Cinema
– Coachmans Park
11 APRIL 2025

Lunchtime Tunes
– Coachmans Park, St Marys
4 MARCH-29 APRIL

Lunchtime Tunes
– City Park, Penrith

Mini Makers
– Coachmans Park, St Marys
16 APRIL 2025

Mini Makers
– City Park, Penrith
23 APRIL 2025

May

Western Sydney Academy of Sport Meet and Greet
22 MAY 2025

Secondary School Leaders Reception
22 MAY 2025

Primary School Leaders Reception
27 MAY 2025

June

Winter Solstice
– City Park, Penrith
6-9 JUNE 2025

Citizenship Ceremony
11 JUNE 2025

2025





The following pages provide a summary of Council's achievements in delivering on our 2022-26 Delivery Program and 2024-25 Operational Plan.

How did we go?

Outcome 1

We protect and enhance an ecologically sustainable environment



The Community Strategic Plan identifies the following strategies that help deliver on this outcome.

Strategy 1.1 Green the landscape, provide more shade and protect biodiversity

Strategy 1.2 Strengthen sustainability and climate resilience

Strategy 1.3 Minimise the impacts of waste and pollution

SUSTAINABLE DEVELOPMENT GOALS



Our progress against Outcome 1 key performance indicators at 30 June 2025

Performance measure		Target	Result
1.1.1 Deliver programs that help improve our City's natural environment, including significant native roadside vegetation			
	% of sampling completed during the mosquito season as advised by NSW Health	100%	100%
	% of Vegetation Permit Applications are assessed, and determinations issued within 28 days (excluding STC days)	100%	70%
	New Biodiversity Strategy is developed	Jun 2025	90% complete
	% of Biodiversity initiatives are implemented within planned timeframes and budget	100%	N/A Implementation will begin once the Strategy has been approved
1.1.2 Improve our natural areas, parks and public spaces			
	% of planned bush regeneration projects completed	100%	100%
1.2.1 Identify, support, develop and deliver initiatives to respond to a changing climate			
	Number of Cooling the City initiatives delivered	2	9
	Number of Circular Economy Initiatives delivered	2	6
1.2.2 Help our residents and businesses understand how they can increase resource recovery, reduce waste and reduce carbon footprint			
	Landfill diversion rate	65%	58%
1.2.3 Manage the risk to and impact on life and property from the existing and potential future use of the floodplain			
	Meet the adopted milestones and funding targets (across all projects) as prescribed within the project work plan and funding agreement	100%	100%
1.2.4 Provide advice on floodplain and stormwater management			
	Council's Floodplain Management Committee operates in accordance with the NSW Floodplain Management Manual and meets quarterly throughout the year	100%	100%
	% of accurate advice provided within agreed service level targets and response times	100%	100%
1.3.1 Collaboratively manage illegal dumping across Western Sydney (RID Squad)			
	% of incidents responded to within 5 business days	95%	97%
1.3.2 Manage resource recovery and waste collection service			
	Number of sustainable resource recovery service options provided	6	28

Our progress against Outcome 1 key performance indicators at 30 June 2025

Performance measure		Target	Result
1.3.3	Guide landholders towards sustainable onsite management of sewage and wastewater to protect and enhance the quality of public health and the environment within the City		
	% of approval renewals for registered existing On-Site Sewage Management systems are issued prior to expiry	100%	100%
	% of new installation applications for On-Site Sewage Management systems are assessed and determinations issued	100%	100%
	New Stormwater Improvement Strategy is developed	Jun 2025	Complete
	% of stormwater projects are completed within planned timeframes and budget	100%	N/A Implementation of stormwater projects will begin once the Strategy has been approved



Our progress against our 2024–25 Operational Plan Actions for Outcome 1 as at 30 June 2025

Action		Result
1.1.1a	Complete Council's annual Arbovirus Surveillance Program to help protect the safety of our community	Complete
1.1.1b	Assess all Vegetation Management Permits (Tree Removal/Pruning Applications) to ensure applicants comply with tree management legislation and minimise unlawful impact on tree management	Complete
1.1.1c	Develop a new Biodiversity Strategy to help residents comply with biodiversity and environmental legislation, protect the biodiversity values of Penrith for our community and minimise unlawful impact on biodiversity and the environment	Off Track
1.1.2a	Complete programmed bush regeneration projects for the year to maintain and improve the natural areas of the City	Complete
1.2.1a	Deliver, facilitate and/or support Cooling the City Initiatives, including the Adopt-A-Tree Program to create a greener, cooler City that will address urban heat challenges and improve the liveability of our community	Complete
1.2.1b	Implement the Circular Economy Roadmap to increase resource efficiency, reduce waste and work towards regenerating our natural systems	On Track
1.2.2a	Increase targeted waste and recycling stream options available to businesses to increase diversion rate from landfill	On Track
1.2.3a	Progress the: • Emu Plains Floodplain Risk Management Study and Plan • Rickabys Creek Catchment Flood Study • Oxley Park levee (investigation and detailed design) to provide a contemporary floodplain management framework	Complete
1.2.4a	Administer Council's Floodplain Management Committee and Floodplain Management Working Party to ensure compliance with Floodplain Management Manual	Complete
1.2.4b	Provide strategic and technical advice to planning and development related matters to ensure developments are consistent with Council and state Flood Policy	Complete
1.3.1a	Respond to all illegal dumping incidents within timeframes under our Compliance and Enforcement Policy	Complete
1.3.2a	Offer sustainable resource recovery service options to the community and commercial sector to promote a clean and healthy community and contribute to the circular economy	Complete
1.3.3a	Complete Council's annual On-site Sewage Management Program to help residents comply with environmental health legislation, protect the safety of our community and minimise impact on the environment	Complete
1.3.3b	We will develop a Stormwater Improvement Strategy to protect the water management values of Penrith for our community and minimise impact on water management and the environment	Complete

Our highlights

During the 2024–25 year:

- Council participated in the NSW Health Arbovirus Surveillance and Mosquito Monitoring Program. Our participation includes 4 sites at Werrington, Emu Plains, Orchard Hills and Castlereagh. The 2024–25 Program started on 2 December 2024 and finished 28 April 2025.
- Council progressed work on a new Biodiversity Strategy. The strategy has progressed through the draft stages, with internal feedback shaping its development. Scope adjustments allowed for expanded engagement by leveraging existing biodiversity data.
- Council delivered and supported the delivery of projects in the community that increase urban canopy, cooling and address urban heat. Council also contributed to discussions, shared our learnings, and gained perspectives and experiences from others that has assisted in building our resilience to urban heat and identifying opportunities applicable to Penrith.
- Council continued to progress actions within the Circular Economy Roadmap to support an increase in resource efficiency and work towards embedding circular economy principles and practices.
- Council continued to be an optional commercial waste provider to local businesses offering collection services for FOGO, commingled recycling and residual waste. The service is promoted through Council's website, by word of mouth at events, inspections, over the phone, and in relevant publications (for example the Environmental Health Food Newsletter). Throughout 2024–25 Council increased their commercial client base from 211 to 216 local businesses.
- Council has progressed work on the Emu Plains Floodplain Risk Management Study, Rickabys Creek Catchment Flood Study and Oxley Park Levee with work continuing into the 2025–26 year.
- Council has delivered a wide range of successful resource recovery services and events to the community. Ongoing programs like Recycle Smart and the Penrith Community Recycling Centre remained popular and saw increased use. Key initiatives included the Garage Sale Trail, multiple bicycle repair workshops, an E-waste drop-off, a Christmas Tree drop-off, a wardrobe swap event and extra Christmas recycling services. Resource recovery education was also successfully integrated into various community events such as the Regatta Park opening, Cultural Fusion and Seniors Week. Additionally, a new Reverse Vending Machine was installed in Glenmore Park, further enhancing local recycling infrastructure.
- Council finalised the Stormwater Improvement Plan, following a staged process involving the submission of a draft by the consultant, internal review and feedback from staff across the organisation, and subsequent revisions. The Plan outlines a future program of stormwater improvements and studies, incorporating a mix of construction projects and programs supported by concept designs and cost estimates. Implementation of the initiatives is expected to occur in future years, subject to funding availability.

2024–25 – Bushland management program

Council manages over 440 hectares across over 80 bushland sites throughout the LGA, which includes remnant bushland, riparian corridors, water catchments, the Nepean River precinct and small urban pocket reserves. Additionally, road reserves are also managed through this program. Approximately 90% of the vegetation found within Council roadsides and reserves is classified as critically endangered under the NSW Biodiversity Conservation Act 2016.

During 2024–25, Council continued to work through 14 externally grant funded projects coordinated through the Bushland Management team. Four of these projects successfully met completion on 30 June 2025. All funded through environmental and conservation programs by NSW and Australian Governments, with 2 significant projects funded through biodiversity offset programs related to Transport for NSW infrastructure development in the LGA. With a smaller additional \$23,000 of offset funds being delivered on a revegetation project in Kingswood.

The total amount of grant funded projects is \$2,068,466 and works will be completed within a 5 year period dependant on individual grant requirements. Our grant funded programs meet conservation outcomes within Council's Operational Plan and have both on ground elements and community engagement initiatives.



Case study

Trees for Mum and Trees for Dad

Trees for Mum and Trees for Dad are 2 of Council's most anticipated community events every year.

Trees for Mum is one of our longest and most cherished annual events, with Penrith City Council first celebrating the wonderful event in 2007. Council takes great pride in providing a lovely day for our residents and visitors to remember mum, their grandmother, aunt and other figure on Mother's Day. We're proud that our Trees for Mum program is a Local Government NSW RH Dougherty Excellence in Communications Award 2023 winner for our 2022 communications program.

Penrith City Council was proud to introduce Trees for Dad in 2019 to celebrate our dads, grandfathers, uncles and father figures in the community. We were proud to create the event, with much of its inspiration credited to Trees for Mum.

2024-25 saw record breaking numbers at both events with:

492 participants attending Trees for Dad in September 2024 and planting a total of **456** native trees and shrubs at Blue Hills Wetland in Glenmore Park.

486 participants attending Trees for Mum in May 2025 and planting a total of **479** native trees and shrubs at Caddens Road Park in Claremont Meadows.



Case study

Water Country – Platypus Education and Water Quality Monitoring

In 2025, Penrith City Council received funding from Greater Sydney Local Land Services to deliver the 'Water Country' project, a collaborative education and research initiative focused on supporting healthy waterways and fostering connection to country.

The program involved a series of interactive workshops in partnership with First Nations community members and Western Sydney University, combining cultural knowledge with scientific monitoring to better understand local water systems. Workshops included platypus education sessions, water quality testing, and cultural storytelling around the importance of waterways to Darug people and First Nations peoples.

This project deepened community awareness of the ecological and cultural value of local creeks and rivers, while also promoting citizen science and environmental stewardship. Through centring First Nations perspectives, the initiative highlighted the intrinsic relationship between cultural identity and environmental health and provided a strong platform for two-way learning and future collaboration.

Outcome 2

We are welcoming, healthy, happy creative and connected



The Community Strategic Plan identifies the following strategies that help deliver on this outcome.

Strategy 2.1 Build and support community resilience to adapt to changing circumstances

Strategy 2.2 Enhance community wellbeing, safety, and neighbourhood amenity

Strategy 2.3 Plan for, deliver and improve community services

Strategy 2.4 Support and provide opportunities to participate in activities and events that celebrate our diversity, culture, and creativity

Strategy 2.5 Respect, engage and celebrate our diverse Aboriginal and Torres Strait Islander community, their rich heritage and continuing culture

**SUSTAINABLE
DEVELOPMENT GOALS**



Our progress against Outcome 2 key performance indicators as at 30 June 2025

Performance measure		Target	Result
2.1.1 Work with local communities to identify priority issues in their area and build local resilience			
	Number of Village Café sessions held	25	33
	Average number of attendees at Village Café sessions	N/A	28
	% of participants satisfied with Village Café sessions	80%	90%
2.1.2 Develop effective strategies that respond to the impacts of growth, redevelopment and change in our community			
	Community and Cultural Facilities Strategy developed according to agreed timeframe and scope	Jun 2025	Complete
	Community Tenancy Policy and Subsidised Spaces Program developed according to agreed timeframe and scope	Jun 2025	70% Complete
	Events Strategy updated by agreed timeframe and scope	Jun 2025	40% complete
	Social Sustainability Strategy Framework development commenced	Jun 2025	Complete
	Number of actions from endorsed Council strategies that respond to community priorities delivered	N/A	29
2.1.3 Engage with our community on resource efficiency and to improve resilience			
	Number of campaigns and events delivered	N/A	19
2.2.1 Work in partnership to support the revitalisation of the Penrith, St Marys and Kingswood centres			
	Number of activations delivered	10	44
	Average number of participants at activations	N/A	13,000
	City Park Activation Plan developed according to agreed timeframe and scope	Jun 2025	Complete



Our progress against Outcome 2 key performance indicators as at 30 June 2025

Performance measure		Target	Result
2.2.2 Work with government and community organisations to address local issues and improve the capacity and social wellbeing of the community			
	Number of Community Sector Training sessions delivered	6	14
	Number of community services participating in sessions	N/A	351
	% of participants satisfied with Community Sector Training	80%	85%
	Number of grants issued through the Community Funding Program	N/A	54
	Number of community organisations/groups supported through the Community Funding Program	N/A	117
	Amount of funding provided through Community Funding Program	N/A	\$251,466
2.2.3 Work with partners to develop and integrate strategies that strengthen our community			
	Number of community engagement activities delivered	6	19
	Average number of participants at community engagement activities	N/A	1,540
	Number of Resilient Penrith Action Plan actions/tasks delivered in collaboration	N/A	20
	Number of Disability Inclusion Action Plan actions delivered	N/A	16
2.2.4 Work with community and partners to foster a safe and welcoming City			
	Number of Community Safety Plan actions delivered	N/A	24
2.2.5 Help promote responsible pet ownership			
	Number of educational programs	12	23
2.2.6 Provide advice and help protect and improve the health of our community			
	% of all registered food businesses inspected during the year	100%	100%
	% of all public swimming pools and splash parks inspected during the year	100%	100%
	% of Recreational Water Monitoring Program sampling completed at 5 sites on a weekly basis during swimming season	100%	100%
	% of registered businesses with regulated systems are inspected during the year	100%	100%
	% of registered skin penetration businesses are inspected during the year	100%	100%
2.2.7 Ensure buildings constructed are safe and healthy			
	Average timeframe to issue Class 1 and 10 building certifications	<50 days	50.74 days
	Average response time to fire safety complaints	<5 days	1.41 days
2.2.8 Deliver health, fitness, and aquatic services to support social, health and wellbeing in the community			
	% of members satisfied with Council's health, fitness, and aquatic facilities and services provided	80%	80%
	Number of visitors to Council's health, fitness and aquatic facilities	N/A	419,992

Our progress against Outcome 2 key performance indicators as at 30 June 2025

Performance measure		Target	Result
	Number of memberships at Council's health, fitness, and aquatic facilities	N/A	9,949
2.3.1 Deliver library services that support a vibrant, connected community			
	Staff training in set up and use of the 3D printers completed	Feb 2025	Complete
	Procedures and guidelines for use of the 3D printer developed for the public	Feb 2025	Complete
	Staff training in set up and use of the dispensers completed	Jun 2025	Complete
	Procedures for borrowing and using the smart device dispensers developed for the public	Jun 2025	Complete
	Number of after school (STEAM) programs delivered	N/A	11
	Number of activities delivered to promote the use of the 3D printer run	N/A	6
	Collection Development Guidelines updated according to agreed timeframe and scope	May 2025	Complete
2.3.2 Deliver high quality children's services			
	Number of children completed the learn to swim program	100	105
	% of 3 and 4 year old children enrolled in a preschool or long day care service have received Start Strong Funding	100%	100%
	Strauss Road Children's Centre building works completed as planned	Jun 2025	Not proceeding
2.3.3 Provision of cemeteries to assist in meeting community needs			
	% compliance with Cemeteries and Crematoria NSW Category 1 Licence Agreement requirements	100%	100%
2.4.1 Conduct and support events that include all members of our community			
	24-hour Economy Strategy developed according to agreed timeframe and scope	Jun 2025	Complete
	Number of attendees at Real Festival	35,000	45,000
	% of participants satisfied with Real Festival	50% net promoter score	56.4%
	Number of organisations sponsored	N/A	21
	Amount of event sponsorship funding provided	N/A	\$197,500
2.4.2 Support and implement initiatives which contribute to culture and creativity across our City			
	Number of programmed actions in the Cultural Strategy and Action Plan delivered	N/A	5
2.5.1 Develop strategic partnerships with Aboriginal communities and community service providers to harness collective resources and respond to community needs			
	Reflect Reconciliation Action Plan developed according to agreed timeframe and scope	Jun 2025	85% complete
	Number of collaborations supported	3	30

Our progress against our 2024–25 Operational Plan Actions for Outcome 2 as at 30 June 2025

Action		Result
2.1.1a	Deliver the annual Village Café program to support a healthy and connected community	Complete
2.1.2a	Develop a Community and Cultural Facilities Strategy to respond to impacts of growth and new opportunities	Complete
2.1.2b	Develop a Community Tenancy Policy and Subsidised Spaces Program to support local community groups and organisations	Off Track
2.1.2c	Update the Events Strategy to support a vibrant and connected community and respond to new opportunities	Off Track
2.1.2d	Commence development of a Social Sustainability Strategy Framework or similar to support a socially just Penrith and City for all	Complete
2.1.2e	Deliver actions in endorsed Council strategies that respond to community priorities, the impacts of growth and new opportunities including: - Affordable Housing Strategy and Action Plan - Multicultural Action Plan - Youth Action Plan	Complete
2.1.3a	Engage with the community to promote and inform on sustainability options through: - e-news - social media campaigns - events - delivery of sustainability programs	Complete
2.2.1a	Develop and implement strategic place making activations that support the revitalisation of Penrith, St Marys and Kingswood Town Centres	Complete
2.2.1b	Develop a City Park Activation Plan to support activation and visitation to the Penrith CBD	Complete
2.2.2a	Develop and deliver an annual Community Sector Training and Development Program to support strong and effective local services	Complete
2.2.2b	Deliver grant funding through the Community Funding Program to address local issues and community needs	Complete
2.2.3a	Develop and deliver engagement programs to identify local needs and support actions in key neighbourhoods that build strong connected communities	Complete
2.2.3b	Work in partnership to deliver actions identified in the Resilient Penrith Action Plan to support a more resilient Penrith community	Complete
2.2.3c	Deliver identified actions in the Disability Inclusion Action Plan to support an inclusive and connected community	Complete
2.2.4a	Deliver actions in the Community Safety Plan to support a safe, welcoming and vibrant community	Complete
2.2.5a	Deliver education programs around responsible pet ownership	Complete
2.2.6a	Complete the annual Food Safety Program to help businesses comply with food safety legislation and protect the safety of our community	Complete
2.2.6b	Complete the annual Public Swimming Pools and Splash Parks Program to help businesses comply with public health legislation and protect the safety of our community	Complete

Our progress against our 2024–25 Operational Plan Actions for Outcome 2 as at 30 June 2025

Action	Result
2.2.6c	Complete the annual Recreational Water Monitoring Program to help our community make an informed decision about when and how they use the Nepean River recreationally
2.2.6d	Complete the annual Regulated System Program (Legionella Safety) to help businesses comply with public health legislation and protect the safety of our community
2.2.6e	Complete the annual Skin Penetration Premises Inspections to help businesses comply with public health legislation and protect the safety of our community
2.2.7a	Undertake building certification assessments to meet legislative requirements
2.2.7b	Respond to fire safety complaints in a timely manner to meet legislative requirements
2.2.8a	Deliver programs for the community to increase participation in leisure and wellness activities
2.3.1a	In line with the Library Services Strategy 2023–28 identify and explore opportunities to provide all community members with further access to mainstream and innovative technologies, including: • installation of 3D printer at St Marys • installation of smart device dispensers at Penrith and St Marys libraries
2.3.1b	In line with the Library Services Strategy 2023–28 refresh and promote lifelong learning programs and activities trailing new options focused on maker-space type activities, the creative arts and skills development
2.3.1c	In line with the Library Services Strategy 2023–28 update our Collection Development Guidelines to ensure the library collections continue to meet the diverse needs of all members of the community
2.3.2a	Provide the learn to swim program for all young people enrolled in preschool & OSHC services as identified in the Children Services 2022–26 Strategic Plan
2.3.2b	Secure Start Strong funding for preschool and long day care families aged 3–5 years as identified in the Children Services 2022–26 Strategic Plan
2.3.2c	Complete building works to Strauss Road Children's Centre
2.3.3a	Deliver cemetery operations to ensure compliance with Cemeteries and Crematoria NSW Category 1 Licence Agreement requirements
2.4.1a	Develop a 24-hour Economy Strategy to supports vibrancy, and economic growth and development
2.4.1b	Deliver the annual REAL Festival in accordance with the REAL Festival Strategy and 10 Year Action Plan
2.4.1c	Deliver an Events Sponsorship Program to provide economic and social benefits for Penrith
2.4.2a	Deliver programmed actions in the Cultural Strategy and Action Plan
2.5.1a	Develop a Reflect Reconciliation Action Plan to support Council's reconciliation journey and strengthen relationships with our First Nations community
2.5.1b	Participate and collaborate with stakeholders in First Nations Caring for Country and in responding to community needs



Case study

Sector Connect

Sector Connect is a program of work that aspires to build a connected, interactive and coordinated community sector in Penrith. The program offers training and development, sector connection and collaboration opportunities, and utilises the expertise of the community services sector to build a collective advocacy agenda.

Every year, 2 sector-wide events are delivered which provide opportunities for community services and Council to build strong relationships with each other, keep connected to local issues, explore ideas as a collective and shape the local narrative of Penrith.

In September 2024, as part of the Sector Connect program, Penrith City Council hosted a social capital and resilience masterclass with Daniel Aldrich, a Professor of Political Science and Public Policy at Northeastern University, Boston, USA and the Director of the Resilience Studies Program and Co-Director of the Global Resilience Institute. A renowned expert in carrying out fieldwork around the world, including India, Japan and Africa, Mr Aldrich is an international speaker on the topic of social capital, and an award-winning author publishing books and articles on building resilience, particularly in the context of natural disasters.

In June 2025, the Australian Centre for Social Impact provided a keynote address focused on social innovation, co-creation, connection and qualities of a strong system. The keynote address was followed by Penrith's own local story and table conversations to explore the themes of collaboration, partnerships, advocacy and leadership.

Case study

Winter Solstice

The inaugural Winter Solstice event was held at City Park and Allen Place Car Park from Friday 6 to Monday 9 June 2025. Delivered as a one-off activation, the event was designed to activate the newly completed City Park and increase visitation to the Penrith City Centre during the traditionally quieter winter period.

The event attracted more than 10,000 visitors across 4 days, with the temporary ice rink proving particularly popular. Many sessions were fully booked, and the park remained lively into the evening, supported by enhanced lighting and a welcoming atmosphere that encouraged community participation after dark.

A key objective of the event was to support local businesses and increase foot traffic to hospitality venues. Council partnered with 13 local musicians to deliver over 35 hours of live music and performances across 5 venues and public spaces. These performances encouraged exploration of the Penrith City Centre and strengthened connections between City Park and High Street. Feedback from participating businesses was highly positive, with a 5 out of 5 satisfaction rating and unanimous interest in participating in future initiatives.

Winter Solstice received strong media and community engagement, including news coverage and features on Channel 7. Influencer partnerships with Western Sydney Mums and Food Blogs Australia further highlighted the event, showcasing its success in combining local culture, live entertainment and hospitality.

Overall, the event achieved its goals of activating City Park, drawing visitors into the CBD and supporting local businesses through an engaging and well-attended winter celebration.



Our highlights

During the 2024–25 year:

- Council continued to deliver The Village Cafe (VC) monthly in Kingswood, North St Marys and Llandilo with 33 sessions held and an average of 28 participants and 7 services per session. A targeted print and digital communication campaign was delivered from March to June 2025, resulting in increased website visits, awareness and an average of 5 new attendees per session. A variety of programming tailored to community needs was offered including: health checks (flu vaccine, hearing and dental checks, breast cancer awareness and mental health awareness), creative programming (drumming, dancing, colouring, photo collage) and skill building (heat preparedness, disaster ready, scam awareness, how to support others with their health, inviting others for coffee or activities outside of VC). Significantly, the annual flu vaccine clinic saw 70 participants vaccinated, 6 hearing checks and 8 residents signed up to Penrith City Library membership.
- Council progressed the Community Tenancy Policy project with a team established to scope and manage the project.
- Council completed work on the sector engagement, research and literature review for a new events strategy and is now working across the business to draft the strategy.
- Council delivered actions endorsed in the Multicultural Action Plan, Affordable Housing Strategy and Youth Action Plan. These included the Mayoral Community Leaders Reception, support for the Penrith Multicultural Interagency Harmony Week event, support for several community-led Harmony Week events, delivery of Council's second Culture Fusion event and delivery of several Youth Week events. Other projects included the establishment of a Youth Leadership Team to support the development of Council's next Youth Led Action Plan.
- Council continued to inform and engage with the community on sustainability news, programs and activities through e-news, social media channels and events, raising awareness and promoting sustainability and resilience.
- Council continued to support the revitalisation and visitation of our city centres. This involved a number of activations including; Penrith Producers, Mini Makers, Lunchtime Tunes, NRL Grand Final Live Site and Winter Solstice. Across the 2024–25 year, the activation program drew approximately 13,000 people into the key precincts of the Penrith CBD and St Marys Town Centre. Additionally, Council supported an external community activation held in City Park, Celebrating Jess Fox. This was delivered by Adidas x Act.3 (whom Jess is a brand ambassador for) to celebrate sporting achievements.
- Council piloted temporary placemaking interventions in City Park as part of the Transport for NSW Smart Cities Innovation Challenge – Safe Cities for Women and Girls Pilot Project, led by University of Newcastle. Four interactive digital display screens, called Penrith Pennies were installed in City Park for 3 months in aims to improve perceptions of safety for women and girls, and test temporary lighting displays in City Park.
- Council continued to support community sector training with courses such as Grant Training, Social Impact Measurement training, a Master Class in Systems Change and Collective Impact, Grant Auspicing training and a Master Class in Social Capital and Resilience. Additionally, Council also supported a Domestic Violence expo, youth leadership planning meetings and a food services working group with over 350 participants representing more than 200 organisations.
- Council continued work to identify resources and actions to respond to the needs and interests of residents in Cranebrook. Immediate delivery has focussed on place-based sector coordination and opportunities for local recreation. Some of the initiatives delivered include;
 - Sector training on First Nations Cultural Awareness to 25 participants.
 - Staff attended a Muru Murak First Nations Interagency at the Sydney Region Aboriginal Corporation to raise opportunities to promote Ngana Birrung at Sherringham Park, Cranebrook,
 - First Nations music festival in Sherringham Park attended by approximately 2,000 residents.
 - A 2 day song writing workshop for students from Braddock Public School to learn about lyric writing, music composition and building consensus.
- Council continued to work proactively to champion access and inclusion both internally and externally. The success of the One Community Many Abilities campaign, which reached 1.5 million viewers and won an award at the Local Government Excellence Awards demonstrates the organisation's commitment and dedication to access and inclusion.
- Council delivered actions on the priority areas of the Community Safety Plan. These included;
 - Raising awareness of domestic and family violence and capacity building for the local service sector through partnering on training events as well as community resourcing of the Nepean Domestic Violence Network.
 - Delivering Council's 16 Days of Action Against Gender Based Violence campaign, including the Walk Against Violence event on 8 December which attracted 300 community participants.
 - Outreach support for people sleeping rough in our community and responding to anti-social behaviour in the public domain.
 - Delivery of the first phase of youth engagement for the Youth-Led Action Plan.
 - Endorsement of 2026–30 Alcohol-Free Zones and Alcohol Prohibited Areas.
 - Continued partnership with the Nepean Police Area Commend in joint delivery of the Penrith Community Safety Precinct Committee.
- Council prepared the draft OPEN – Penrith and St Marys 24-Hour Economy Strategy, following extensive community, industry and government consultation,

and a review of best practice in 24-hour economies. Over 30 organisations and 1,100 community members shared their insights, knowledge and aspirations for Penrith through consultation, conversation, workshops, interviews and business visits. The draft strategy was placed on public exhibition in May–June 2025, with the final strategy to be endorsed by Council in August 2025.

- Council delivered the 2024 Real Festival, achieving attendance of over 45,000 people and receiving significant positive feedback. The event returns in September 2025.
- Council continued to shape a draft Reconciliation Action Plan and support several community and cultural programs that promote the work of Reconciliation. Council continued to engage with First Nations peoples and community organisations on reconciliation initiatives to explore opportunities. Council is now able to progress the drafting of Council's inaugural Reconciliation Action Plan in 2025–26.

Highlights of Children's Services

Council's Children's Services achieved its objective of providing quality education and care for children aged 0–12 years in the 2024–25 financial year by managing the following services to meet the needs of local families in the area. These services include:

19 Long Day Care centres

20 Before and After School Care Services

6 Preschool Services

7 Vacation Care Services

1 Mobile Playvan Service

Allied Health Service

Council also managed other children's services projects including Children and Parenting Project and the Aboriginal and Cultural program.

These diverse range of services and projects have met family and community needs by:

- providing an all-inclusive fee for working families and a high-quality education program for children aged 0–6 years and 6–12 years in a long day care, before and after school care and preschool environment
- providing a mobile Playvan service that supports families in areas that don't have established services
- providing a transition to school program to prepare children for school and high school
- providing support to families and children in vulnerable circumstances through the continuation of the Children and Parenting Project.

Council also supported the inclusion of children by:

- providing programs and specialised staff to assist children with additional needs and disability. Council has achieved this by developing curriculum programs that provide coaching and mentoring to services to ensure the implementation of the Early Years Learning and My Time: Our Place Curriculum Framework
- supporting preschool fees for Aboriginal and Torres Strait Islander children through Start Strong Funding received by the NSW Government
- introduction of Allied Health Services with 2 fulltime Speech Therapist and 1 Occupational Therapist.

In 2024–25 we also continued to review the quality of care provided by Council's Children's Services and implemented the following initiatives and improvements:

- 14 services underwent assessment and rating evaluations with 8 services achieving an exceeds rating, 5 achieving a meets rating and one service awaiting its final report.
- All 52 services finalised their vision statement which outlines each service point of difference in the market for families. These vision statements are now being finalised into a booklet which will be displayed and available in services for families to view.
- Council also invested heavily in training and development with \$100,000 allocated to staff development and accreditation courses. Our PEARLS Leadership program was rolled out to provide leadership tools to support roles as responsible people in the service.
- Council ran a midterm review workshop with the Children's Services Cooperative Board to discuss long term strategy and future proof Children's Services into the future.
- Continued upgrades of facilities and improvements to playground environments to ensure compliance with legislation and regulations including Emu Plains Kids Place and Kindana Children's Centre.
- Successfully rolled out Allied Health services with 4 to 5 confirmed bookings per day for speech and occupational therapy services.
- Implemented a new marketing plan that has reviewed the Children's Services logo and name.
- Implemented a comprehensive Customer Service Training program.
- Continued to work in partnership with Ripples Leisure Centre to support 70 school aged children attend regular learn to swim sessions.
- Increased Children's Services grant funding intake by 13.95%.
- Conducted parent meetings and annual surveys for evaluations of the services directly managed by Council.
- Rolled out Psychosocial Risk Management Training for all people leaders.

- Rolled out the MindRazr App to all employees which provides staff the opportunity to access over 200 audio and video sessions that focus on mental, physical and social wellbeing along with wellbeing programs throughout the year.
- Finalised the roll-out of the Capability Framework to all staff which helps to clearly define what 'good' looks like and provide a stronger focus on 'how' results are achieved.
- Reviewed manual documentation in our services including 45 checklists, templates and forms and created an online electronic solution to consolidate these forms and reduce the handling time taken to complete and then upload onto the InfoStore database system.
- Sent 5 staff members to the Early Childhood Australia Conference.
- There were 43 mystery shopper assessments conducted across long day care, preschool and OSHC services with positive outcomes achieved..
- Mobile Playvan implemented the Sustainable Swaps initiative to support a circular economy with resources now regularly being taken, used, returned and reused by families in the community.

During 2024–25, Council's Children's Services has also reduced its reliance on agency staff by increasing its casual and permanent employment rates. This increase has seen greater stability in our services for children and families.

Highlights of Library activities and programs

Penrith City Library Service delivered a dynamic and inclusive range of programs throughout the 2024–25 financial year, engaging a broad range of the community across age groups, abilities and cultural backgrounds. A total of 518 programs were delivered, attracting 15,326 attendees, including 7,274 children and 8,052 adults. The library continued to serve as a vital community hub, promoting literacy, lifelong learning, cultural celebration and social inclusion.

A diverse suite of programs were offered to engage children and young adults in educational and creative programs such as STEAM workshops using programmable Fables and Sphero robotic kits, water safety, AUSLAN sessions and Hands to Hold, NAIDOC art display, driver's licence workshops, teen author talks, HSC lectures, and chess sessions.

Our adult participants benefited from a wide range of skill-building and enrichment opportunities such as English conversation classes, workshops with Services Australia, science sessions, Pride-themed Dungeons & Dragons workshops, 3D printing sessions, senior's festival programs, author talks, cemetery tours, movie screenings, history talks and book clubs.

Penrith City Library Service maintained our strong commitment to accessibility and inclusion by offering 6 writing workshops for people with disability and providing AUSLAN interpreters at selected author events.

The library celebrated the rich cultural diversity of the Penrith region through themed programs and events such as Chinese New Year, Easter and Diwali via our ongoing children's early literacy programs, author talks, book clubs, library displays and outreach programs. To celebrate Harmony Day and diverse cultures in the Penrith LGA, Penrith City Library Service participated in Council's 'Culture Fusion' event held at St Marys in March.

Our Pop-Up library initiative extended library services to the broader community by participating in community festivals and events such as Mini Makers, Village Café, St Marys Spring Festival, Penrith Real Festival and the Nepean Disability Expo. These outreach efforts promoted library resources and services to diverse community groups, enhancing visibility and access.

Penrith City Library Service has demonstrated a strong commitment to community engagement, inclusivity and cultural enrichment throughout the 2024–25 financial year. Through innovative programming, strategic partnerships and responsive outreach, the library continues to serve as a focal point of learning, creativity, and connection in the Penrith LGA.



Summary of Library services

offered to children

Penrith City Library Service Children's Programs team consisted of 4 full-time and one part-time staff member who planned and delivered a vibrant calendar of activities throughout 2024-25.

A key focus was weekly early literacy programming, including Baby Time, Toddler Time, and Story Time across the Penrith, St Marys, and St Clair library branches. These sessions supported early language development and fostered a love of reading among preschool-aged children and their caregivers.

Story Time explored popular themes such as animals, bedtime and families, as well as cultural and community celebrations like Chinese New Year, Eid, Harmony Day and NAIDOC Week. AUSLAN was used in the introduction of every session and AUSLAN interpreters attended 3 times interpreting stories and songs for families.

During the 2024-25 period there were 253 early literacy sessions with 10,664 attendees.

After school activities included chess and STEAM clubs, and arts and crafts for children aged 6 to 14 years at Penrith and St Marys library branches. STEAM club presented children aged 8 to 14 years with opportunities to explore codable robotics, upcycling waste to art, and kitchen science experiments. The popular HSC Study Series returned for students aged 16 to 17 years. After school programming was delivered by professional facilitators such as Sydney Academy of Chess, Children's Discovery, experienced HSC educators and Library staff. 568 people participated in 37 sessions.

School holiday activities at Penrith City Library Service attracted 757 people across 29 sessions for children aged 3 to 17 years of age.

A highlight of the school holiday program was a special illustration workshop led by Bundjalung woman and award-winning illustrator Charmaine Ledden-Lewis. Charmaine guided participants through the creative process, teaching them how to transform their imagination into vivid illustrations. Her engaging and culturally rich approach left a lasting impression on everyone involved.

Other sessions involved hands on workshops including educational wildlife experiences, arts and crafts, codable robotics, author visits, magic shows, learner drivers' courses for teens and special story times.

The Penrith City Library Service Children's team actively engaged with the community by visiting preschools and childcare centres across Penrith, bringing the joy of story time directly to young learners in their familiar environments.

In addition, preschools, primary and high schools were welcomed into the library for special tours of the space and resources, helping students and educators discover the wide range of services available.

Over the course of the year, the team conducted 20 visits and tours, reaching a total of 868 participants and providing valuable information about library services and resources.

Penrith City Library collaborated with The Joan Sutherland Performing Arts Centre to bring Eric Carle's *The Very Hungry Caterpillar* to life on stage and through a series of themed story time sessions at Westfield Penrith, Penrith City Library branches, and the Joan Sutherland's Malcolm Borland Theatre. The 7 sessions were attended by 171 people sharing the joy of popular author Eric Carle's much-loved stories.

Penrith City Library offers a specialist toy service to help support children with disability or specialised learning needs. With a referral, children have access to switch-adapted, sensory and educational toys. These resources can help with social inclusion, enable play opportunities, and give children a chance to learn independently. A total of 720 items were loaned to the community during the 2024-25 period.

The general toy library collection continues to be a popular and well utilised resource for families, offering sturdy toys suitable for children aged 0 to 8 years. The collection includes a wide variety of items such as baby toys, construction sets, puzzles, vehicles, and role play toys. The service is available for browsing and borrowing seven days a week during Library branch opening hours. This period saw an increase in loans from the general toy collection from the previous year with 12,281 items being borrowed.

Penrith City Library purchased an additional \$20,000 worth of new items to add to this popular collection during this reporting period. This year the collection was enhanced with the addition of family board games designed for people with visual impairment, promoting inclusivity and accessibility.

Penrith City Library offers a rich and diverse collection for children and young people, supporting literacy, learning, and leisure.

Print collections include:

- board books, picture books, graded readers, graphic novels, and magazines
- junior fiction and non-fiction titles, including Premier's Reading Challenge titles
- a dedicated HSC collection
- a selection of classic and contemporary fiction and graphic novels for teens.

Media resources include:

- DVDs
- audiobooks on CD
- eAudio books and eBooks via Indymore, Borrowbox, Libby, and uLibrary
- audio-visual content via Story Box Library and Beamafilm.

Study Support includes:

- access to Studiosity, an online study help service
- a wide range of educational eResources and databases are available to support learning across all levels.

Penrith City Library continues to support digital learning and engagement through a range of accessible technology offerings. Children can enjoy an interactive reading pod, where they can hear stories in English and other languages, fostering literacy and multilingual learning. Laptops are available to borrow at Penrith and St Marys branches to use in the library to support flexible access to digital resources. All branches offer smart tablets to borrow and use in the library preloaded with educational resources, making learning fun and accessible. These resources are part of the Library's commitment to providing inclusive, engaging, and educational experiences for all members of the community.

Library membership is free to all children living in NSW.

Expanding Library access through technology

Our library has implemented several innovative solutions to enhance community access to mainstream and emerging technologies across the LGA. These include:

- Anytime Library – located at Home Co. Glenmore Park Town Centre, it is a self-service library vending machine which stores up to 352 items. Library members can borrow items for free with their library card during shopping centre opening hours.
- 3D printing at St Marys library – available for customers for a small fee to use to design and create individual prints. The library also runs group workshops to showcase and help customers learn all about 3D printing and its many great uses.
- Smart device dispensers – these provide laptops for loan at St Marys and Penrith branches to use in the library, with 6 laptops available from each dispenser. The dispensers also act as a locker and lockable charge station for personal devices.
- Hublet tablet stations – these loan smart tablets for use in the library and are available at our 3 library branches, Penrith, St Marys and St Clair.

Case study

Write Out West: Western Sydney Libraries and Literature Festival

The Write Out West: Western Sydney Libraries and Literature Festival was held from 27 November to 5 December 2024. This inaugural festival was led by Penrith City Library in collaboration with Penrith Performing and Visual Arts Centre, QBD booksellers and Camden, Fairfield and Hawkesbury Council Libraries. A total of 34 events ran throughout the course of the festival with 20 of the events held locally either at Penrith City Library, The Joan and the Q Theatre.

Write Out West showcased and celebrated Western Sydney authors and gave the Penrith and wider Western Sydney community an opportunity to explore our rich literary landscape. The festival promoted the joy of reading and the value of libraries in our community through a variety of interesting and entertaining literary themed events. The program included author talks, panel discussions, poetry slams and workshops for all ages, presented by professional writers, writing teachers, poets and illustrators.

Over 5 exciting days, Penrith City Library hosted 20 engaging events as part of our literary festival, welcoming well known authors including Chris Hammer, Jacqueline Harvey, Judy Nunn, Candice Fox, Kate Forsyth, Catherine Jinks and many more.

The festival celebrated the power of libraries and storytelling with a diverse program designed for all ages. The highlights included:

- a special story time for young readers
- a local history walk exploring Penrith's past
- our popular 'Reading Remedies' service, offering personalised book recommendations
- a partnership with BorrowBox, featuring prize giveaways and resource promotions.

In total, 474 people attended the festival, making it a truly community-driven celebration of books, ideas and connection.

Valuing our volunteers



2024-25

Bushcare program volunteers

Penrith City Council's Bushcare Volunteering Program fosters partnerships with the community to deliver environmental outcomes. Volunteers include individuals, schools, community groups and corporate organisations who volunteer their time in our Council-owned and managed bushland reserves to improve the natural area home to koalas, platypus and the endangered Cumberland Plain Woodland. Tasks include planting, weeding, litter collection, flora and fauna monitoring, mulching, erosion control, track maintenance and nature walks.

In 2024-25, our Bushcare volunteer achievements included:

2,843 volunteers

5,200 native plants planted

36 species collected for nursery propagation

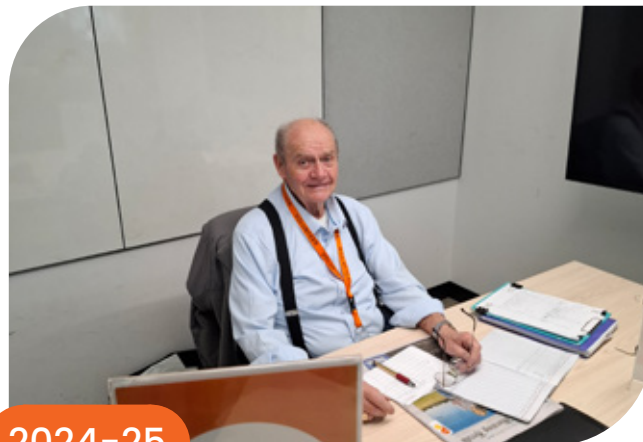
132 species processed in the nursery for propagation

Over 200kgs of litter collected by volunteers

51 new volunteers

4,801 volunteer hours consisting of:

- o bushcare (3,088 hours – 936 volunteers)
 - o events (1,065 hours – 1,172 volunteers)
 - o school and community volunteers (559 hours – 684 volunteers)
 - o corporate group volunteers (89 hours – 51 people).
-



2024-25

Library Services volunteers

Our Justice of the Peace service is one of the library's most in-demand offerings. Running across 7 sessions each week at 3 library branches, Monday to Friday, it consistently sees high attendance, with most sessions fully booked in advance. During each session, our 10 dedicated JPs certify between 50 and 100 documents, providing an essential service to the community.

The Home Library Service volunteers play a vital role in supporting library members who are unable to visit in person. Our 4 volunteers carefully select books and other materials based on each patron's interests, ensuring everyone continues to enjoy access to the library's collection from home.

Our 2 Research Services volunteers contribute to preserving local history by transcribing historical documents and helping to organise and rehouse items in the local history collection. Their work ensures these valuable resources remain accessible to the community.

Digital Help sessions continue to be extremely popular. In partnership with The Digital Literacy Foundation, tech mate volunteers offer one-on-one support to community members. Whether it's learning to use a mobile phone, sending emails, navigating computers, or accessing the library's digital resources, these sessions help bridge the digital divide and improve digital literacy across our community.

Case study

Memorandum of Understanding with Greater Sydney Local Land Services and Weekly Cultural Fire Program

In 2025, Penrith City Council formalised its commitment to Caring for Country through the signing of a Memorandum of Understanding with Greater Sydney Local Land Services. This important agreement underpins a shared commitment to environmental stewardship and cultural healing across Penrith's landscape.

As a result of this partnership, a weekly cultural fire program has been supported at Orchard Hills, enabling the collective to undertake 40 cultural burns in 2025. Facilitated in collaboration with local First Nations knowledge holders, the program provides a regular opportunity to practice traditional land management methods on Country. The initiative supports ecological health, reduces fuel loads and helps reintroduce First Nations knowledge systems into contemporary land care practices. It also strengthens cultural connections by creating a space where Elders, young people, and the wider community can engage in learning, ceremony and knowledge sharing.



Case study

Cultural fire pilot at Teresa James Reserve

In June 2025, Penrith City Council completed the first year of the Cultural Fire Pilot at Teresa James Reserve, seeing the first cultural burn on Council-managed land in generations. This milestone was made possible through strong partnerships with Muru Mittigar, Firesticks Alliance, NSW Rural Fire Service and Fire and Rescue NSW and supported through funding administered through Greater Sydney Local Land Services.

In the lead up to the cultural burn, Council hosted a series of community workshops on topics such as wild harvesting and traditional plant use, ecological monitoring and site mapping. These sessions provided community members with practical knowledge and insight into First Nations land management techniques, while also documenting biodiversity values and cultural heritage of the site.

The Cultural Fire event brought together First Nations Elders, fire practitioners, local residents, and agency partners in a shared act of cultural renewal and environmental care. The success of the pilot has laid the foundation for future burns and education programs across Penrith, reinforcing Council's commitment to reconciliation, sustainability and place-based learning.





Financially supporting our community

Penrith City Council offers a range of funding opportunities to support and amplify a diverse range of social and cultural activities.

2024-25 was the first year of the revised Community Funding Program which provides a clear and transparent approach to the distribution of funds ensuring greater access to funds for a greater section of the community. The 2024-25 grants including successful applications and funds distributed are highlighted in the below table:

2024-25 Grants	Successful applications	Funds distributed (\$)
Thriving Communities Grant	17	52,112
Safe Communities Domestic & Family Violence Grant	7	22,000
Magnetic Places Grant	6	64,754
Local Events Grant	8	20,300

The Local Creativity Grant will commence 2025-26.

During 2024-25 Penrith City Council distributed \$28,870 through other established programs including Subsidies to Bands, Mayoral Musical Scholarship and the Mayoral Art Awards.

Our Grants to support local athletes

Total Amount Allocated: \$3,400

- Total number of donations awarded to athletes travelling overseas: 6
- Total value of donations awarded to athletes travelling overseas: \$1,700
- Total number of donations awarded to athletes travelling interstate: 11
- Total value of donations allocated to athletes travelling interstate: \$1,700

Sports in which athletes were participating: dragon boating, touch football, indoor cricket, indoor volleyball, taekwondo, softball, weightlifting, oztag, athletics, triathlon and karate.

Outcome 3

We plan and shape our growing City



The Community Strategic Plan identifies the following strategies that help deliver on this outcome.

Strategy 3.1 Grow and support a thriving local economy

Strategy 3.2 Undertake strategic planning that will ensure balanced growth and liveability

Strategy 3.3 Work with partners to develop plans that support the needs and interests of our community

SUSTAINABLE DEVELOPMENT GOALS



Our progress against Outcome 3 key performance indicators as at 30 June 2025

Performance measure	Target	Result
3.1.1 Enhance and grow Penrith's economic triangle		
Investment Attraction Framework document finalised	Jun 2025	Complete
3.1.2 Facilitate and pursue investment leads based on industry sector research		
Number of schools participating in CSIRO Generation STEM (science, technology, engineering, mathematics) partnership	12	10
Number of STEM events	3	6
3.1.3 Promote Penrith as a place to live, visit and work in through city marketing and economic development initiatives		
Number of training sessions	6	9
Number of businesses participating in partnerships	20	70
3.1.4 Facilitate opportunities to increase visitation to Penrith		
Accommodation Diversity Short-stay Accommodation and Hotel Investment Demand and Feasibility Study delivered as planned	Jun 2025	Complete
3.1.5 Create opportunities to enable cultural and economic international relationships for our existing and future community		
Number of International Partner Cities delegations	N/A	4
3.2.1 Ensure our strategic framework and vision are contemporary and inform our land use planning and advocacy		
Advocacy Strategy and Advocacy Priorities List reviewed and refined	Jun 2025	Complete
St Marys Master Plan is finalised as planned	Jun 2025	Complete
Draft Strategic Delivery Framework developed according to agreed timeframe and scope	Jun 2025	Complete
3.2.2 Facilitate appropriate land use outcomes for our City that are consistent with our local strategic planning statement		
% of planning proposals progressed to finalisation in accordance with the Gateway Determination timeframes	80%	80%
3.2.3 Influence state planning policies and legislation to ensure it responds to our land use vision and the needs of our community		
Number of submissions on new policies and legislation	N/A	12
% participation of Council in Technical Assurance Panel	100%	100%
Number of submissions made in response to draft Aerotropolis Master Plans	N/A	0

Our progress against Outcome 3 key performance indicators as at 30 June 2025

Performance measure	Target	Result
3.2.4 Ensure services, facilities and infrastructure meet the needs of a growing population through the Contributions Framework		
Number of submissions made in response to state led precincts	N/A	0
% of draft Voluntary Planning Agreements exhibited within 4 months of a planning proposal being endorsed for exhibition	80%	N/A There were no planning proposals with VPAs for exhibition during the year
% of Voluntary Planning Agreements executed prior to finalisation of related planning proposals (unless alternative mechanisms are in place)	100%	N/A There were no planning proposals with VPAs for exhibition during the year
3.2.5 Provide advice and maintain a contemporary planning framework of land use and statutory plans		
LEP and DCP are reviewed in accordance with the Local Strategic Planning Statement	N/A	Ongoing
3.2.6 Facilitate and plan for housing diversity and liveability		
% of affordable housing provisions are considered in new growth areas	100%	100%
3.2.7 Guide sustainable quality development outcomes for the community through expert advice, transparent, efficient assessment, policy input and continuous improvement		
Overall average DA determination timeframe	<100 days	139 days
Average minor DA determination timeframe	<50 days	78.5 days
3.2.8 Help minimise impacts on the environment from unauthorised activities		
Average number of investigations of unlawful activity completed per month	70	92.5
Average number of construction site and development investigations completed per month	30	13.25
3.2.9 Ensure privately owned swimming pools are safe and healthy		
Average number of swimming pool investigations completed per month	60	54.5
3.3.1 Support and influence tri-government strategic planning in the Western Parkland City by responding to the City Deal commitments		
Whilst there are no specific performance measures for this Principal Activity in 2024-25 Council will continue to support Western Sydney City Deal commitments through collaboration with government partners		
3.3.2 Work with government to develop strategic plans for priority precincts within the Greater Penrith to Eastern Creek Growth Area		
All elements of this Principal Activity have been completed		

Our progress against Outcome 3 key performance indicators as at 30 June 2025

Performance measure		Target	Result
3.3.3	Support the work of the Australian and NSW Governments in delivering Sydney Metro—Western Sydney Airport in time for the opening of the Western Sydney Airport		
	Whilst there are no specific performance measures for this Principal Activity in 2024-25, Council will continue to support the delivery of the Sydney Metro Western Sydney Airport project		
3.3.4	Certify future public assets being delivered as part of development		
	% of accurate approvals issued within agreed service level targets and timeframes	100%	90%
	% of accurate advice provided within agreed service level targets and timeframes	100%	100%



Our progress against our 2024–25 Operational Plan Actions for Outcome 3 as at 30 June 2025

Action		Result
3.1.1a	Develop an Investment Attraction Framework and plan with a focus on the 6 industry clusters identified in the EDS 2031	Complete
3.1.2a	Participate in the CSIRO Generation STEM (science, technology, engineering, mathematics) partnership to develop STEM skills and career pathways	Complete
3.1.3a	Assist small and medium sized enterprises through the promotion of training opportunities to build capacity and resilience	Complete
3.1.3b	Partner with industry and government to promote employee job opportunities improve competitiveness of our local industries in the 6 priority industry clusters	Complete
3.1.4a	Deliver an Accommodation Diversity Short-stay Accommodation and Hotel Investment demand and feasibility study to assess market demand for investment and encourage appropriate development to occur	Complete
3.1.5a	Maintain and build relationships with our International Partner Cities through in-person and virtual delegations	Complete
3.2.1a	Review and refine the Advocacy Strategy and Advocacy Priorities List to ensure they are contemporary and reflect Council's needs	Complete
3.2.1b	Finalise a Master Plan to provide a comprehensive land use framework for St Marys Town Centre	Complete
3.2.1c	Using the Places of Penrith framework, prepare a Draft Strategic Delivery Framework for the Penrith LGA to guide sustainable growth balanced with supporting infrastructure	Complete
3.2.2a	Assess and progress planning proposals in accordance with the requirements of the Environmental Planning and Assessment Act, 1979	Complete
3.2.3a	Respond and prepare submissions to new policies and legislation as required to ensure the needs of our community are considered	Complete
3.2.3b	Contribute to the masterplanning process for the Aerotropolis to ensure Council and our communities needs are expressed	Complete
3.2.4a	Advocate for the delivery of state infrastructure to support the Aerotropolis and our growing communities	Complete
3.2.4b	Develop and finalise Voluntary Planning Agreements to deliver local infrastructure	Complete
3.2.5a	Review the Penrith LEP 2010 and DCP 2014 to implement strategic planning strategies endorsed by Council and the housing targets set by the NSW Government	On Track
3.2.6a	Progress implementation of Council's Affordable Housing Strategy and Action Plan 2023–2024	Complete
3.2.7a	Assess and determine Development Applications in a timely manner to meet statutory requirements	Off Track
3.2.8a	Undertake investigations of premises to reduce the impact of unlawful activity on the community and the environment	Complete
3.2.8b	Undertake inspections of construction sites and developments to ensure compliance with development approval and minimise impacts on community	Complete
3.2.9a	Undertake inspections of residential premises containing swimming pools to ensure safety and compliance with legislation	Complete
3.3.4a	Approval and certification of public civil assets being delivered through development to ensure Council procures compliant and quality assets	Complete
3.3.4b	Provide technical and strategic engineering advice in relation to release area planning to ensure civil infrastructure (roads, drainage etc) are well planned and delivered	Complete

Our highlights

During the 2024–25 year:

- Council completed the Investment Attraction Framework which maps out the process for Council to best respond to investment enquiries, ensuring a consistent level of service.
- Council participated in the CSIRO Generation STEM community partnership program, with 10 schools participating in the formal program and over 250 attendees at the various events held through the year.
- Council continued to host and support various workshops to enhance the resilience and capacity of small and medium sized enterprises, partnering with NSW Government, business networks, member organisations and the Penrith CBD Corporation.
- Council supported industry to invest and grow local jobs. Across the year, Council engaged with numerous businesses across several events to support employee job opportunities and improve competitiveness across our target industry sectors.
- Council completed the draft Accommodation Diversity Short-stay Accommodation and Hotel Investment Demand and Feasibility Study. The draft study is now being reviewed before proceeding to the next phase of developing an investment attraction plan for the sector.
- Council continued to actively maintain and strengthen international relationships through diplomatic, cultural and educational initiatives. Additionally, Council received the Innovative Initiative Award at the Australia-Korean Local Diplomacy Event. Highlights for the year included:
 - virtual mayoral meetings with Hakusan and Fujieda
 - online student exchanges with Penrith Selective High and Caroline Chisholm College
 - hosting delegations from Palmerston North and Gangseo-gu, Korea, showcasing Penrith's leadership in planning and infrastructure, waste management and childcare.
 - cultural exchanges included greeting cards, kindergarten artwork, and a video message marking 40 years of sister city ties with Fujieda.
 - supporting academic links between Shizuoka Sangyo University, Western Sydney University, and TAFE NSW, and shared the Hakusan English project with Our Lady of the Rosary.
- Council continued to assess proponent-led Planning Proposals (PPs) in line with legislative requirements. However, some PPs have not achieved NSW Government benchmark timeframes due to particular constraints or issues which have arisen during assessment of proposals. Council will continue to work closely with proponents and the department to resolve any outstanding issues.
- Council prepared 9 submissions on draft planning policies and legislation during the year. The majority related to exhibitions from the Department of Planning, Housing and Infrastructure. Exhibition material has been reviewed with the lens of ensuring the needs of the current and future community are met. The revision of draft policies and legislation has also helped Council identify where new or amended policies align with Council's adopted strategies and/or where amendments to our local planning framework will be required.
- Council commenced a review of the Penrith LEP and Penrith DCP. This review is needed to ensure Council's strategic planning framework aligns with adopted strategic policies and NSW Government housing targets. Substantial progress was made in the last 12 months which has revealed where further work is required to ensure Council's planning controls are fit-for-purpose and meet the needs of our current and future community. The next step for Council is to prepare a detailed program for drafting and publicly exhibiting the draft LEP and DCP amendments. Due to the scale of development, this is expected to occur in stages and over 2 to 3 years.
- Council continued work on developing and implementing affordable rental housing contribution schemes in Penrith LGA for new and future growth precincts – particularly St Marys and Orchard Hills South. Work was undertaken to review potential schemes elsewhere in Penrith LGA. Future schemes in Penrith and Kingswood will occur during their strategic planning.

Case study

St Marys Town Centre: Bringing the place plan to life



The St Marys Place Plan is helping bring real, positive change to the heart of St Marys. Guided by what the community has told us through past consultations, the plan focuses on making the town centre a more vibrant, welcoming and enjoyable place for locals, businesses and visitors alike.

Over the past year, Council has delivered a number of exciting improvements, big and small that are already making a difference. With support from the NSW Government through the Community Improvement District Pilot Program, we've been able to fast-track a range of projects that bring the plan to life.

Some of the highlights include:

Creative wayfinding and welcome signage to help people move through the town centre more easily.

Lighting upgrades in 2 busy laneways to improve night-time safety.

New plants to add greenery and colour to public spaces.

A small-scale activation program including outdoor cinema night, messy makers and lunchtime tunes, which brought hundreds of people together.

A refreshed St Marys place brand to better reflect the local character and story.

Social media and marketing training for small businesses to help grow their online presence.

A new photo library to promote St Marys in future campaigns.

A governance support pack developed with the Town Centre Corporation.

The St Marys Town Centre Corporation was as a key delivery partner throughout this project. Regular briefings, co-design sessions and open communication have helped strengthen trust and alignment with local business and property owners. This partnership has also led to co-investment from the Town Centre Corporation in local place improvements, such as a planned mural and laneway clean-up at 91 Queen Street.

We've seen that small, well-targeted projects can create real momentum. Places like Coachmans Park and East Lane have become more popular with people of all ages, and feedback from the community shows growing pride and positivity about the future of the town centre.

The St Marys Place Plan is just one example of what's possible when we listen, act, and work together. It's just the beginning of the journey to create a town centre that truly reflects the spirit and aspirations of the St Marys community.

Our economic development initiatives

The Penrith economy recorded strong growth with a significant increase in Gross Regional Product to \$16.2B. Local jobs increased to 89,274, with a local jobs ratio of 0.81, increasing from the baseline of 0.80, and on target to reach the 2026 milestone set in Penrith's Economic Development Strategy 2030 target of 94,000 jobs.

Place activation

There were 44 activations delivered in the Penrith and St Marys centres. These activities support local businesses by increasing visitation and vibrancy. Activations included Penrith Producers, Mini Makers, Lunchtime Tunes, NRL Grand Final Live Site and Winter Solstice. Across the 2024-25 year, the activation program drew approximately 13,000 people into the key precincts of the Penrith City Centre and St Marys Town Centre.

Business engagement

The Penrith Economic Development Strategy 2031 identifies 6 industry clusters as a focus for investment and jobs growth. By partnering with industry and government, including CSIRO, Urban Development Institute Australia and developing Industrial Precinct positing papers, Council is supporting industry to invest and grow local jobs. Across the year, Council engaged with numerous businesses across several events to support employee job opportunities and improve competitiveness across our target industry sectors. There were over 60 participating businesses across the year, along with 500 participants across the various conferences and seminars.

24 Hour Economy

Strategy development

Following extensive community, industry and government consultation, and a review of best practice in 24-hour economies, Council prepared the draft OPEN - Penrith and St Marys 24-Hour Economy Strategy. Over 30 organisations and 1,100 community members shared their insights, knowledge and aspirations for Penrith through consultation, conversation, workshops, interviews and business visits. The draft strategy was placed on public exhibition during May-June 2025.

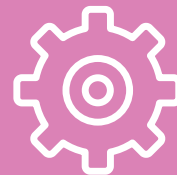
Generation STEM

Council has participated in the CSIRO Generation STEM community partnership program across 2024-25. The program aims to diversify the STEM pipeline in NSW in partnership with local business through curriculum-aligned, inquiry-based projects to address challenges faced by their local communities. 10 schools participated in the formal program, with over 250 attendees at the various events held through the year.



Outcome 4

We manage and improve our built environment



The Community Strategic Plan identifies the following strategies that help deliver on this outcome.

Strategy 4.1 Plan and manage sustainable transport infrastructure and networks to meet current and future community needs

Strategy 4.2 Plan for and maintain accessible, safe and high-quality infrastructure

Strategy 4.3 Plan for, maintain and provide spaces and facilities that support opportunities for people to participate in recreational activities

Strategy 4.4 Ensure our public places are clean, safe, shaded, secure and accessible

SUSTAINABLE DEVELOPMENT GOALS



Our progress against Outcome 4 key performance indicators as at 30 June 2025

Performance measure		Target	Result
4.1.1 Work with relevant authorities to ensure adequate arterial road infrastructure and public transport services			
	Number of projects funding secured for annually	3	19
	Number of submissions to, and applications made for funding for active transport projects	N/A	3
4.1.2 Improve the amenity of Council owned public transport assets			
	Number of new bus shelters installed	4	3 (plus reconstruction of 2 shelters)
4.1.3 Help ensure efficient and fair use of parking spaces across the City			
	% of parking sensor overstay offences processed per month	12%	11.52%
4.1.4 Provide technical advice on parking issues and plan for the delivery of parking infrastructure			
	% of accurate advice provided within agreed service level targets and timeframes	100%	95%
4.2.1 Provide technical advice and work collaboratively with stakeholders to development and implement road safety programs			
	Number of road safety initiatives delivered	4	17
4.2.2 Improve the amenity of the City's roads, pathways, and drainage network			
	Road pavement resurfaced (sqm)	N/A	80,305 sqm
	Footpath constructed (km)	N/A	2,454 m
	Shared path constructed (km)	N/A	1.15 km Reconstructed
	Amount of waste removed (tonnes) from Council's drainage network	N/A	515 tonnes
	Number of traffic facilities constructed	N/A	19
4.2.3 Design and deliver Council's major capital projects			
	Great River Walk project delivered on time, within budget and scope	Nov 2024	Complete
	Dunheved Road Upgrade project progressing on time, within budget and scope	N/A	25% complete
	Manage the City Park defect liability period successfully	Dec 2024	Complete
	Gipps Street Recreation Precinct project delivered on time, within budget and scope	Jul 2024	Complete
	Regatta Park project delivered on time, within budget and scope	Jul 2024	Complete

Our progress against Outcome 4 key performance indicators as at 30 June 2025

Performance measure		Target	Result
4.3.1 Manage and facilitate the use of community, sport, recreation and open space facilities			
	% of contract performance measures are adhered to	100%	97.5%
	Booking system is implemented and available to the community	Dec 2024	85% complete
4.3.2 Plan for community facility, sport, recreation, play, open space infrastructure provision and support project delivery			
	% of grant funded milestone reports completed and submitted	100%	100%
4.3.3 Improve the amenity of the City's sportsgrounds, parks, and open spaces			
	% reduction of complaints received on previous year about our sportsgrounds, parks and open spaces	5% reduction on previous year	6.48%
4.4.1 Improve the amenity of the City's public spaces			
	Number of injuries recorded on Council public spaces by staff, contractors or the community	Zero	35
4.4.2 Help make our public spaces and community facilities safe and pleasant places to be			
	Number of compliance campaigns for illegal signage and abandoned shopping trolleys per month	1	11



Our progress against our 2024–25 Operational Plan Actions for Outcome 3 as at 30 June 2025

Action		Result
4.1.1a	Secure appropriate grant funding to address road safety and accident black spots across our local road network to improve the safety and efficiency of our local road network	Complete
4.1.1b	Advocate for improved active and public transport to ensure the community has access to alternative transportation	Complete
4.1.2a	Deliver the annual rolling Bus Shelter Renewal Program	Complete
4.1.3a	Monitor the number of vehicles that have overstayed on Council owned parking spaces, to contribute to more availability of parking across our City	Complete
4.1.4a	Provide timely and accurate advice to traffic and parking enquires to ensure appropriate parking management across the City	Complete
4.2.1a	Advocate for improved road safety across the LGA (with a particular focus on local schools) to ensure a safe and efficient road network	Complete
4.2.2a	Deliver the annual rolling Road Asset Renewal Program to help ensure a safer road network in our City	Complete
4.2.2b	Deliver the annual rolling Footpath and Shared Pathway Program to help improve pedestrian accessibility	Complete
4.2.2c	Deliver the annual program of maintenance on Council's drainage infrastructure to help ensure a safer road network in our City	Complete
4.2.2d	Deliver construction of traffic facilities and associated street lighting to improve safety on our road network	Complete
4.2.3a	Complete the Great River Walk with the provision of a shared pathway connection	Complete
4.2.3b	Progress the Dunheved Road Upgrade project	At Risk
4.2.3c	Manage the City Park defect liability period	Complete
4.2.3d	Complete the Gipps Street Recreation Precinct project	Complete
4.2.3e	Complete the Regatta Park Precinct project	Complete
4.3.1a	Continued management of community facilities to ensure hirer needs and expectations are met	Complete
4.3.1b	Implement new Venue Booking Management System to help ensure a more efficient method of managing venue hire	Off Track
4.3.2a	Deliver sport, recreation, play and open space grant funded projects in accordance with the terms of the funding agreements and contributing to the outcomes of the Sport and Recreation Strategy	Complete
4.3.3a	Ensure our open spaces, parks and sportsgrounds are safe and well maintained to enable access and enjoyment for our community	Complete
4.4.1a	Ensure our public spaces are safe and well maintained to enable access and enjoyment for our community	Complete
4.4.2a	Conduct regular compliance campaigns for illegal signage and abandoned shopping trolleys	Complete





Our highlights

During the 2024-25 year:

- Council obtained just under \$7,000,000 worth of grant funding for road safety and active transport projects under the 2024-25 Safe Speed Program, 2024-25 Australian Government Black Spot Program and the 2024-25 Get NSW Active program. We have also received \$1,500,000 worth of grant funding for road safety and active transport under the 2024-25-2025-26 Road Safety Program and up to \$1,160,200 worth of grant funding for active transport under the 2025-26 Get NSW Active program as well as a further \$250,000 under the Safe Speeds in High Pedestrian Activity Areas Program.
- Council's electronic parking sensors registered 2,774,260 individual parking manoeuvres of which 2,264,110 (82%) were compliant with the applicable parking restrictions.
- Council continued to deliver road safety initiatives throughout the year including:
 - two child seat check days allowing local families to get a free child seat installation as well as supporting educational advice.
 - two learner driver workshops and 2 community events/workshops as part of the Council's road safety education initiatives.
 - completed the St Marys Pedestrian Project which involved installing new decals received from Transport for NSW at various locations throughout St Marys.
 - completed Road safety assessments and upgrades at St Marys Public School, Claremont Meadows Public School and Braddock Public School.
- Council completed the Nepean Avenue Pathway connection as part of the Great River Walk.
- Council completed the Gipps Street Recreation Precinct project.
- Council completed the Regatta Park Precinct project.
- Council continued to deliver on actions in the Sport and Recreation Strategy, including:
 - Completion of upgrades to the drainage and playing surfaces at Andrews Road Baseball and Kingsway Playing Fields
 - Completion of The Kingsway Sporting Complex amenities building project
 - Completion of Andromeda Reserve field drainage and storage works
 - Continued the Penrith Playspace Project by delivering 5 playspaces and developed designs for 16 new playspaces, supported by extensive community consultation.

Outcome 5

We have open and collaborative leadership



The Community Strategic Plan identifies the following strategies that help deliver on this outcome.

Strategy 5.1 Communicate effectively with the community about the programs and services provided by council

Strategy 5.2 Encourage community participation in collective decisions and initiatives

Strategy 5.3 Deliver an efficient, transparent, and accountable service to the community

Strategy 5.4 Plan for and manage city resources for current and future generations

In addition, we also have and report on our enabling services to the organisation that ensure all legislative requirements are met and the organisation is running efficiently

**SUSTAINABLE
DEVELOPMENT GOALS**



Our progress against Outcome 5 key performance indicators as at 30 June 2025

Performance measure		Target	Result
5.1.1 Ensure our community is actively informed about Council's news and activities			
	Effectiveness of campaigns through various channels (media, social media, community feedback) – number of social media impressions	N/A	8,067,234
	Number of 'Our Place' community news brochure/magazine editions per year	4	4
5.1.2 Provide a quality customer experience through the contact centre and front counter in line with the Customer Promise			
	% Customer Satisfaction (CSAT) after-call survey score	85%	96%
	% Front counter mystery shopping score	85%	92%
	% Phone call quality assurance score	85%	95%
	Average speed of answer	75 seconds	42 seconds
	% of accurate receipting at front counter	90%	99%
	Inbound Service Level – % of calls answered in 2 minutes	80%	86%
5.2.1 Manage Council's Community Engagement Framework			
	% of staff that are aware of and have access to guidelines and toolkit	100%	20%
	Community Engagement Strategy and Participation Plan is adopted by Council	Dec 2024	Complete
5.3.1 Provide property services and manage community and commercial requests for the use of Council controlled land			
	% of requests progressed/completed within 10 business days of receipt	90%	95%
5.3.2 Ensure Council's information technology is contemporary and meets the needs of the organisation and the community			
	Number of Cyber Security Incidents	Zero	1
	Customer Experience Transformation Technology Project – Booking and Venue Management project delivered on time, within budget and scope	Nov 2024	85% complete
5.3.3 Support financial sustainability through financial planning and budget management and provide accurate reporting to the community			
	% of quarterly financial reporting requirements are completed and adopted within statutory and agreed timeframes	100%	100%
	Annual financial statements are finalised and adopted within statutory timeframes	Oct 2024	Complete

Our progress against Outcome 5 key performance indicators as at 30 June 2025

Performance measure	Target	Result
5.3.4 Ensure our Integrated Planning and Reporting (IP&R) responsibilities are met		
All IP&R reporting requirements are completed and adopted within statutory and agreed timeframes	100%	100%
All IP&R planning requirements are completed and adopted within statutory and agreed timeframes	100%	100%
Delivery Program is adopted by Council	Jun 2025	Complete
Community Strategic Plan is adopted by Council	Jun 2025	Complete
Resourcing Strategy is adopted by Council	Jun 2025	Complete
5.3.5 Support and drive the organisation in identifying business improvement opportunities and service reviews		
Review of grants and commitments completed as planned	Jun 2025	Complete
Review of project management completed as planned	Jun 2025	Complete
Review of recruitment	Jun 2025	Complete
5.4.1 Reduce Council's reliance on rateable income, by delivering property projects to achieve financial returns or significant value to Council and the community		
Property Strategy developed and adopted according to agreed timeframe and scope	Aug 2024	Complete
Sale of 158-164 Old Bathurst Road is finalised	Jul 2024	Complete
5.4.2 Realise the potential of land and property assets by focusing on operational and commercial sustainability of Council's property portfolio		
Vacancy utilisation rate	90%	87.5%
5.4.3 Manage Council's assets to minimise risk, reflect lifecycle costs and meet community needs.		
Asset Management Policy and Asset Management Strategy are updated	Jun 2025	Complete
% of Asset Management Plans for Transport, Stormwater, Open Space and Building Asset Classes updated	100%	50%
% of known assets are included in a Single Asset Register	100%	80%
% of stormwater assets updated and added to inventory	100%	80%
5.4.4 Enhance the engagement and performance of our employees so that our organisation can thrive and deliver high quality outcomes for the community		
% of non-people leader capability mapping completed	100%	100%
% of participants satisfied with leadership development initiatives delivered	80%	100%
Child Safe Code of Conduct developed	Mar 2025	Complete
Engagement plan to raise child safe awareness across all departments developed	Jun 2025	Complete

Our progress against Outcome 5 key performance indicators as at 30 June 2025

Performance measure		Target	Result
	Child safe risk assessment plan developed	Jun 2025	Complete
	Number of WHS procedures reviewed	3	14
	Delivery of injury management training for people leaders	Dec 2024	Complete

Corporate enablers

Maintain and support council's corporate business information management systems

Procurement finalised and implementation of Enterprise Resource Planning commenced	Dec-24	Complete
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Administer and promote a consistent approach to risk through the risk management strategy

Number of risk reports submitted to the Audit Risk and Improvement Committee	N/A	4
Review of Council's Risk Management Framework completed as planned	Sep 2024	Rescheduled to next financial year
% of business continuity plans updated and tested by simulation exercise	100%	80%

Undertake the audit program as agreed with the Audit Risk and Improvement Committee (ARIC) to ensure council's operations are ethical and efficient

% of approved audit program completed and reported to ARIC	90%	90%
Average customers satisfaction rating with audits	3.5/5	4.9/5

Manage access to information requests

% of internal reviews completed within 15 days	90%	97.5%
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Manage council's meeting calendar, meeting process and business papers to ensure open and fair decision making

% of business papers published to Council's website 3 days before meeting is scheduled	100%	100%
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Our progress against our 2024–25 Operational Plan Actions for Outcome 5 as at 30 June 2025

Action		Result
5.1.1a	Undertake communication campaigns for Council's major projects and programs to promote the work of Council and community activations	Complete
5.1.1b	Produce 4 quarterly 'Our Place' community news brochure/magazine to ensure our community is informed about Council, our events, programs and lifestyle	Complete
5.1.2a	Ensure continuous quality improvement across all contact centre channels to help ensure we keep our customer promise	Complete
5.1.2b	Monitor trends across all contact centre channels to identify and address any gaps to help ensure we keep our customer promise	Complete
5.2.1a	Maintain Council's engagement guidelines and toolkit to ensure best practice when engaging the community	Off Track
5.2.1b	Review and revise the Community Engagement Strategy and Public Participation Plan to ensure it is current and meets IP&R requirements	Complete
5.3.1a	Accurately respond to requests for property services in a timely way to maintain and improve customer satisfaction	Complete
5.3.2a	Keep Council's Cyber Security posture strong and aligned to the Essential 8 and Cyber Security Guidelines to minimise the risk of cyber-attacks, data breaches and other threats, protecting our reputation and resilience	Complete
5.3.2b	Implement the Customer Experience Transformation Technology Project – Booking and Venue Management to transform how the community engages and accesses Penrith City Council's venues, facilities and services	Off Track
5.3.3a	Deliver quarterly financial reporting obligations to ensure compliance with statutory requirements	Complete
5.3.3b	Deliver annual financial reporting obligations to ensure compliance with statutory requirements	Complete
5.3.4a	Deliver external reporting obligations to ensure compliance with IP&R requirements	Complete
5.3.4b	Deliver planning obligations to ensure compliance with IP&R requirements	Complete
5.3.4c	Develop the 2025–29 Delivery Program to ensure compliance with IP&R requirements	Complete
5.3.4d	Review and revise the Community Strategic Plan 2036 to ensure it is current and meets IP&R requirements	Complete
5.3.4e	Facilitate the development of the Resourcing Strategy 2025 to ensure compliance with IP&R requirements.	Complete
5.3.5a	In line with the LEAP (Leading Excellence and Performance) review program, complete the review of grants and commitments to ensure positive outcomes for our community	Complete
5.3.5b	In line with the LEAP review program, complete the review of project management to improve project delivery for the community	Complete
5.3.5c	In line with the LEAP review program, complete the review of recruitment to drive organisational efficiency and improve service delivery	Complete
5.4.1a	Adoption of, and commence the implementation of the Property Strategy to contribute to reducing Council's reliance on rateable income	Complete
5.4.1b	Progress the sale of 158-164 Old Bathurst Road	Complete
5.4.2a	Implement actions from the Property Strategy to maintain the sustainability of Council's property portfolio	Complete

Our progress against our 2024–25 Operational Plan Actions for Outcome 5 as at 30 June 2025

Action		Result
5.4.3a	Update Asset Management Policy and Asset Management Strategy to meet mandatory requirements	Complete
5.4.3b	Update 2025–26 Asset Management Plans for Transport, Stormwater, Open Space and Building Asset Classes to meet mandatory requirements	Complete
5.4.3c	Consolidate all existing asset records into a single asset register for a more accurate and wholistic view of Council's asset register	On Track
5.4.3d	Develop an accurate inventory of stormwater assets to allow visibility of assist in asset planning	On Track
5.4.4a	Continue the implementation of our Capability Framework so that we can grow and strengthen our organisational capability in order to drive increased individual and collective performance and capacity to successfully deliver on strategic organisational priorities	Complete
5.4.4b	Deliver leadership development to grow the capability of our leaders so that they can lead with authenticity and empathy, creating psychologically safe cultures within their teams and tapping into the full potential and performance of their people	Complete
5.4.4c	Strengthen child-safe practices as part of our commitment to being a child safe organisation to ensure Penrith is a safe place for children to visit, learn and play and that our community and staff are educated in how to report concerns regarding child safety	Complete
5.4.4d	Continue to review and implement the Work Health Safety Management System to ensure it is up to date with current legislative requirements and Council staff are aware of their WHS responsibilities and actions	Complete
5.5.1a	Continue procurement and commence implementation for Enterprise Resource Planning (ERP) to transform and uplift Council's operating model and business processes while updating to a modern ERP solution	On Track
5.5.2a	Regularly assess and manage strategic and operational risks to ensure they are current	Complete
5.5.2b	Deliver a comprehensive review of Council's Risk Management Framework	Off Track
5.5.2c	Deliver a comprehensive update of Council's Business Continuity Framework	At Risk
5.5.3a	Complete the annual audit program in compliance with prevailing industry standards and regulations to ensure high quality outcomes	Complete
5.5.5a	Complete internal review of GIPA Applications within legislative time frames to ensure compliance with Government Information (PUBLIC ACCESS) ACT 2009	Complete
5.5.9a	Ensure business papers are published 3 days before meeting in accordance with the Local Government Act to provide notice and encourage public participation in Council Meetings	Complete

Our customer promise

We put customers at the heart of everything we do. When we work with you and each other we will...



BE PROACTIVE We will be friendly, professional and show initiative.



KEEP IT SIMPLE We will offer clear, consistent and accurate information and services, which are easy for everyone to access.



BUILD RESPECTFUL RELATIONSHIPS

We value relationships and diversity. We will respect your individual situation.

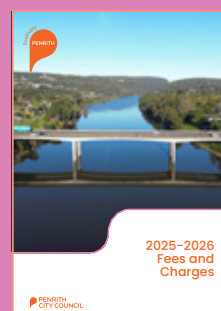
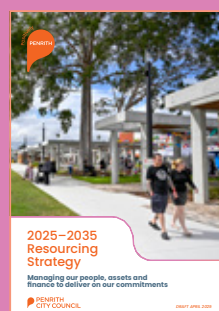


LISTEN AND RESPOND We will listen to you and seek to understand your needs. We will be honest, accountable and follow through, so you know what to expect and when.

Our highlights

During the 2024-25 year:

- Council continued to refine the content mix of the 'Our Place' quarterly newsletter to tailor it to the community's needs. Improvements in the type of content, layout and style have been made to increase readability.
- Council consistently met and exceeded its customer experience key performance indicators throughout 2024-25, achieving an annual service level of 85.82% and an average speed of answer of 42 seconds, both outperforming targets. Front counter receipting accuracy remained exceptionally high across all quarters, reinforcing the team's commitment to delivering efficient and reliable customer service. These results reflect a strong focus on operational excellence and continuous performance monitoring.
- Council met all its requirements under the Integrated Planning and Reporting framework, with a new suite of documents adopted by Council on 30 June 2025. These documents included the Penrith 2041+ Community Strategic Plan, 2035 Resourcing Strategy, 2025-29 Delivery Program incorporating the 2025-26 Operational Plan and 2025-26 Fees and Charges.



- Council met all its financial reporting requirements for the year.
- Council finalised the sale of 158-164 Old Bathurst Road, with the funds realised from the sale of this site to be reinvested into the community.
- Council continued to consolidate and update information in its asset registers.
- Council finalised the rollout of capability mapping of positions to all Council staff as it continues to implement the Capability Framework.
- Council continued to develop its leadership with:
 - 1 Igniting Leadership cohort delivered, with 15 coordinator level participants
 - 1 Empowering Leadership Cohort delivered, with 22 team leader level participants
 - 1 Igniting Leadership Alumni Event delivered in November 2024
- Council continued to strengthen itself as a Child Safe Organisation, with the integration of child safe practices into the Council's operations and the regular review of the policy, procedure and e-learning module demonstrate a robust and ongoing commitment to child safety.
- Council continued to progress the implementation of the Enterprise Resource Planning to transform and uplift Council's operating model and business processes. Procurement activities concluded with vendors chosen for the implementation and transformation of core business systems and processes.
- Council finalised 9 out of 10 approved internal audits.

Summary of our Council's corporate social media following and reach for 24-25

Our social media channels aim to inform, educate, engage and inspire residents, visitors and businesses within our City.

Social channel	Facebook	Instagram	LinkedIn
Fans at 30 June 2024	35,669	7,325	11,396
Fans at 30 June 2025	37,883	8,701	13,380
Number change	2,214	1,376	1,984
% change	6%	19%	17%

Our approach to cyber security

A strong Cyber Security Strategy that aligns with current best practice frameworks is essential to mitigate the risk of financial loss, employee and customer dissatisfaction, or damage to integrity and reputation.

Cyber security is a critical priority for Council as an organisation and for our employees. The increasing connectivity, reliance on technology, advancements in AI, and evolving threat landscape, robust measures are required to protect sensitive information, ensure business continuity, and safeguard privacy.

Cyber-attacks such as phishing attempts, malware infections, data breaches, ransomware attacks, and network intrusions can and do happen worldwide daily. While some large-scale attacks are reported in mainstream media, many are not reported or go undetected.

According to Cyber Security NSW, the most prevalent and rising attacks in the past year include:

- third-party risk
- phishing
- account compromise
- misconfiguration and vulnerabilities.

Cyber security is an ongoing process. We must remain vigilant, informed about emerging threats, adapt our defences and continuously improve our security posture. One way we do this is through cyber incident response exercises, which allow teams to simulate and evaluate their response to a cyber security incident. These exercises help identify gaps, improve coordination and strengthen preparedness for real-world scenarios.

We continue to deliver our 'Safe Connect' cyber security awareness campaign, designed to educate staff on how to keep our technology environment, data and devices. This includes a mandatory eLearning module and video for employees and councillors, attack simulation training and a dedicated intranet hub for regular updates on the latest cyber threats.

We have standards-based security measures and industry-recognised tools to protect us from malicious activities. These are supported by our policies and procedures to mitigate risks to our network and systems.

Security measures aligned with the Essential Eight and the Cyber Security Guideline framework are being progressively implemented to protect against a wide range of threats. We also conduct annual penetration testing to identify vulnerabilities and undergo regular audits to assess our progress.

In addition to these frameworks, Council strictly adheres to the Cyber Security Policy issued by Cyber Security NSW, ensuring our practices meet the highest standards of governance, risk management, and compliance.

ICT Cyber Security team provide quarterly updates to the Leadership Team and regular 6 monthly reports to Audit, Risk and Improvement Committee, detailing the current situation and progress in implementing our Cyber Security Strategy.

In 2024-25, one cyber incident occurred where a denial-of-service attack on one of our websites temporarily disrupted customer access. A web application firewall has since been configured to mitigate further bot activity. This incident has been reported to Cyber Security NSW.

Cyber Security

Awareness Training

Council's ICT Strategy outlines a range of interventions to address cyber security threats to our organisation. One of these interventions is Council's Cyber Security Awareness Program. The program outlines a range of measures to reduce the risk of cyber threats against our Council. Cyber security training is critical to enhance employee awareness, especially in today's digital workplace. To strengthen our organisational resilience against cyber threats, we launched a Cyber Security Awareness eLearning module and a Cyber Security Awareness video for employees and Councillors.

The training focused on:

- understanding cyber security principles
- identifying and responding to potential security threats
- safeguarding sensitive information
- implementing effective protection strategies
- promoting secure digital practices.

Over 93% of our organisation has completed the Cyber Security Awareness eLearning module. These training initiatives support our commitment to maintaining and strengthening a secure and informed workplace culture.

Our business improvement and innovation initiatives

Council's Business Improvement team continues to be a key enabler of organisational excellence, delivering impactful outcomes through a structured and collaborative approach. Anchored by 4 strategic pillars – Continuous Improvement Culture, Process Improvement, the LEAP (Leading Excellence and Performance) Program, and Strategic Business Reviews – the team has supported 15 projects this year, with a further 9 in the pipeline.

The Business Improvement team's work is directly aligned with Outcome 5 of the Community Strategic Plan 'We have open and collaborative leadership' and continues to support Council's commitment to transparency, efficiency, and service excellence.

This year saw the formal adoption of the Business Process Mapping Framework with nearly 1,800 processes now published in Promapp. This uplift in process visibility and governance has significantly reduced organisational risk and improved operational clarity. A dedicated capability and engagement program is underway to further embed Promapp across all departments.

The LEAP Program delivered strong results, including a 93% compliance rate in new project budget initiations and measurable reductions in recruitment timeframes. Strategic business reviews commenced in the City Assets directorate, with workshops enhancing cross-departmental alignment and project prioritisation.

Process improvement projects addressed key service areas such as fleet management, food safety, lighting requests, and Community Contribution Projects. These initiatives have led to streamlined workflows, improved customer experiences and better use of digital systems.

LEAP (Leading Excellence And Performance) Program

How are we progressing on our program of service reviews.

Project	Status	Comment
Project management	Complete	The 2025 project management review is complete. A new process for initiating project budgets has been implemented, increasing the accuracy of financial reporting along with -consistency in financial structures.
Grants/ electoral commitments	Complete	The 2025 grants review project initiation and scoping is complete. This has resulted in the need for a re-scope and redesign of the project. The new project will be delivered in 2025-26.
Corporate functions	Complete	The 2025 Recruitment Review Project's Phase 1 and 2 is complete. This has improved efficiency gains through the recruitment process and built capability across the organisation. Phase 3 is planned for delivery in 2025-26.
Emerging priorities	On Track	The 'Working Better, Together' assets project commenced in December 2024 with several workshops undertaken in May and June 2025. The review is progressing.



Our year ahead

The coming year, 2025-26, will be the first year of the 2025-29 Delivery Program. The 2025-26 Operational Plan is an annual plan that identifies the actions we will undertake that will contribute to the implementation of the 2025-29 Delivery Program.

The 2025-29 Delivery Program sets out our Principal Activities that will contribute to the delivery of the 5 Strategic Directions in the Penrith 2041+ Community Strategy Plan.

Some of the highlights for 2025-26 are:

Finalisation of our Biodiversity Strategy

Development of a Waste and Resource Recovery Strategy

Development and implementation of a Council and Community Water Efficiency Engagement Program

Completion of a review of the Resilient Penrith Action Plan

Investigation and development of a business case for a library creator space at St Marys Library

Finalisation of the Children's Services strategic review

Completion of a review and update of Council's Cemetery Policy

Development of the Youth Led Action Plan

Finalisation of the next Disability Inclusion Action Plan

Development of the Community Tenancy Policy and Subsidised Spaces Program

Development of a new Events Strategy

Finalisation of the Reflect Reconciliation Action Plan

Development of an updated Investment Prospectus

Finalisation of the Draft River Precinct Strategy

Progression of the Dunheved Road Upgrade project

Progression of the Coreen Avenue Upgrade project

Development of a Aquatics and Health Strategy

Development of a new sportsground fees and charges structure

Progression of the St Marys Central Park project

Progression of the Indoor Multi-Sports Arena project

Commencement of an upgrade to Council's corporate website

Progression of the implementation of the Enterprise Resource Planning (ERP)

For more information on what we will deliver in the coming year, see our 2025-29 Delivery Program incorporating our 2025-26 Operational Plan on our website.

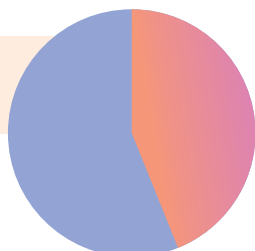
Our 2025–26 budget snapshot

Where will the money come from? \$396.8m

Rates

\$172m, 44%

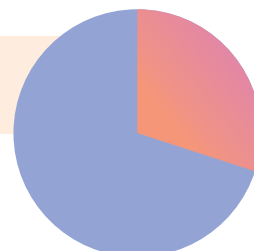
Residential and Business Rates.



Fees and Charges

\$119m, 30%

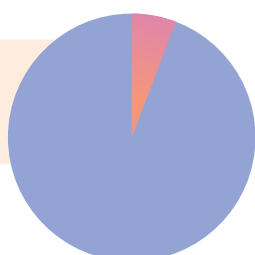
Development Applications, Waste and Stormwater Management Charges, Facility Hire, Childcare fees, Pool and Gym entry fees.



Operating Grants and Contributions

\$23m, 6%

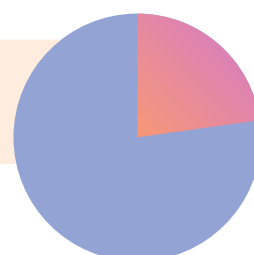
Financial Assistance Grant, Library Subsidy, Childcare Subsidies.



Capital Grants and Contributions

\$91m, 23%

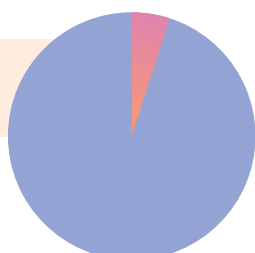
s7.11 Developer Contributions, Roadworks Grants, Other Capital Works Grants



Other Income

\$21m, 5%

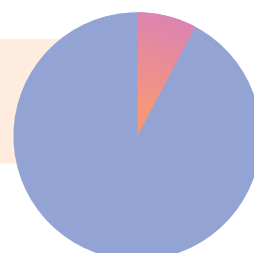
Interest Income, Asset Sales, Loan Borrowings.



Net Reserve Movements

(\$32m), (-8%)

Net result of transfers into reserves vs transfers out of reserves.

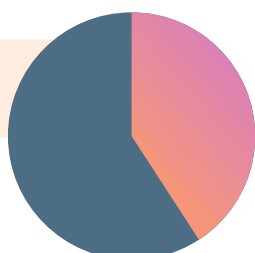


Where will the money be spent? \$399.7m

Employee Costs

\$163m, 41%

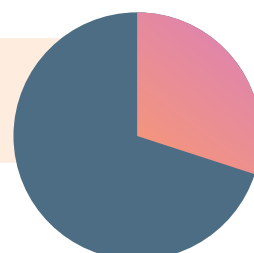
Salaries and Wages, Superannuation, Annual Leave, Long Service Leave, Workers Compensation, Training.



Materials, Contracts and Other

\$121m, 30%

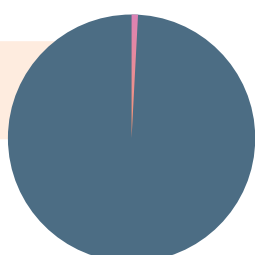
Garbage collection contracts, IT Software Contracts, building maintenance contracts, plumbers, electricians, maintenance and operational materials.



Debt Servicing

5m, 1%

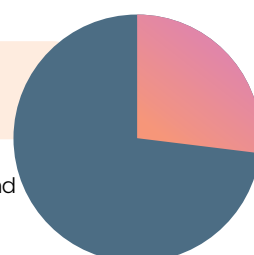
Interest and Principal Loan Repayments.



Capital Works

\$108m, 27%

Major Projects, Asset Renewals and Upgrades, Property Investment, Plant and Fleet Purchases, Library and ICT Resources.





Our culture

We are passionate about our people and consider our employees to be our biggest asset. To deliver our extensive range of services, we need to invest in our employees to ensure we have a capable and committed workforce.

Penrith City Council prides itself on being an employer of choice, providing a supportive work environment, rewarding career opportunities and professional development, and promoting a healthy work-life balance.

Through proactive workforce planning, we have the right people with the right skills and experience in order to deliver our objectives.



Our people

Our Executive Leadership Team



*L to R. Top: Sandy Davies, Andrew Jackson, Stephen Britten and Adam Wilkinson.
Bottom: Matthew Bullivant, Andrew Moore and Kylie Powell.*

Andrew Moore **General Manager** April 2023 – Present

Andrew is responsible for the strategic leadership of the organisation at this critical time of transformation and growth. His role includes oversight of strategy, management, and operations, in line with Council plans, and legislative compliance. He provides advice to the elected Council and assists with their strategic planning. Andrew brings more than 2 decades of experience at Council, including previous roles as Chief Financial Officer and Director of Corporate Services.

Qualifications

Master of Professional Accounting

Bachelor of Commerce

Certified Practising Accountant

Stephen Britten
Director Business Operations

July 2024 – present

With almost 4 decades of experience at Council, including as former Chief Governance Officer, Stephen is responsible for Business Operations. The Directorate provides varied and critical services to Council and the community, including Children's Services, Property Investment, Waste & Resource Recovery, Aquatics & Leisure, and Priority Projects.

Qualifications:

Master of Business Administration

Bachelor of Science

Bachelor of Law

Solicitor of the Supreme Court of New South Wales

Matthew Bullivant
Director Corporate Services

July 2024 – Present

With more than 2 decades of experience across legal and corporate service, and property, Matthew leads Council's Corporate Services including People & Culture, Business Excellence, Financial Services, Legal Services, and Information & Communications Technology. The Directorate oversees staff wellbeing, payroll, performance and development, continuous business improvement, the Enterprise Project Management Office, procurement, financial planning and budgeting, legal services, audit, risk and legislative compliance, and the management of technology systems and data security.

Qualifications

Master of Business Administration

Bachelor Economics

Bachelor of Laws

Graduate Diploma in Legal Practice

Solicitor of the Supreme Court of New South Wales

Sandy Davies
Director Community Connection

July 2024 – present

Sandy has almost 3 decades of experience in human resources and business leadership, in state and local government, and the private sector. She leads the Community Connection Directorate which includes Community Facilities & Recreation, City Activation, Community & Place, Customer Experience, and Library Services. The Directorate enhances community wellbeing and engagement through inclusive programs and events, safe public spaces, accessible services, and initiatives that foster connection and opportunity.

Qualifications

Master of Commerce
(Employment Relations)

Master of Management

Certificate in Strategic Leadership

Andrew Jackson
Director Planning and Regulatory Services

July 2024 – Present

Andrew brings 3 decades of experience in local and state government, leading city transformation strategy and projects in Western and Greater Sydney. He leads the Planning and Regulatory Services Directorate, which includes Development Services, City Planning, Engineering Services, and Environmental Health & Compliance. This Directorate ensures the sustainable growth of Penrith while protecting our people, places and environment.

Qualifications

Bachelor of Agricultural Economics

Graduate of the Australian Institute of Company Directors

Kylie Powell
Director Futures and Strategy

July 2024 – present

With almost 3 decades of experience in local government delivering outcomes for people and place, Kylie is charged with leading the alignment of the organisation's strategy with the long-term vision for the City. The Futures and Strategy Directorate includes Future Directions & Resilience, City Strategy, Economy & Marketing, and Communications. This Directorate drives the strategic vision for the City and positions the organisation to delivery for the Penrith community.

Qualifications

Master of Urban and Regional Planning

Bachelor of Arts (Welfare Studies)

Adam Wilkinson
Director Asset Services

July 2024 – Present

Adam has 35 years' experience in specialist and executive local government roles. He leads the Asset Services Directorate, which includes Strategic Asset Management, City Presentation, Design, Projects, and Divisional Assurance. The Directorate looks after the design, delivery, management and maintenance of all of Council's assets including roads, drainage, parks, buildings, and the delivery of all capital projects.

Qualifications

Bachelor of Engineering (Civil)

Graduate Diploma Local Government Management

Remuneration of our senior staff 2024–25

Andrew Moore – General Manager	Amount (\$)
(i) Total value of the salary component of the package	475,115.82
(ii) Total amount of any bonus payments, performance payments or other payments made to them that do not form part of the salary components of their packages	-
(iii) Total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor	29,883.52
(iv) Total value of any non-cash benefits for which any of them may elect under the package	20,000.46
(v) Total amount payable by the council by way of fringe benefits tax for any such non-cash benefits	-
TOTAL INCLUDING NON-CASH BENEFITS AND FBT PAYABLE	524,999.80

Our employees

Annual reporting of labour statistics

In accordance with section 217 of the Local Government (General) Regulation 2021, the following information is provided on the number of people who performed paid work for Council on **Wednesday 4 December 2024**.

The number of people directly employed by Council:

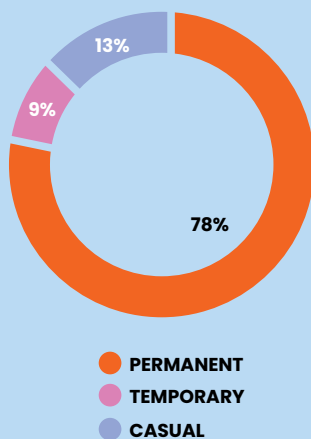
Permanent full-time	1,029	The number of people employed by Council who are senior staff for the purposes of the Local Government Act 1993	1
Permanent part-time	285		
Casual	117	The number of people engaged by Council, under a contract or other arrangement with the person's employer that is wholly or principally for the labour of the person	19
Fixed-term contract	127	The number of people supplied to Council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	0

Our workforce statistics

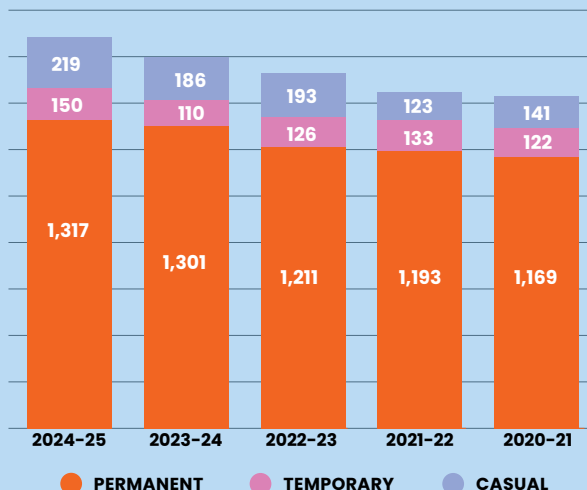
Proportion of our employees by type at 30 June 2025

At 30 June 2025, we had 1,686 employees in full-time, part-time, permanent, temporary and casual positions, with some employees having multiple employments across Council.

Proportion of employees by type at 30 June 2025



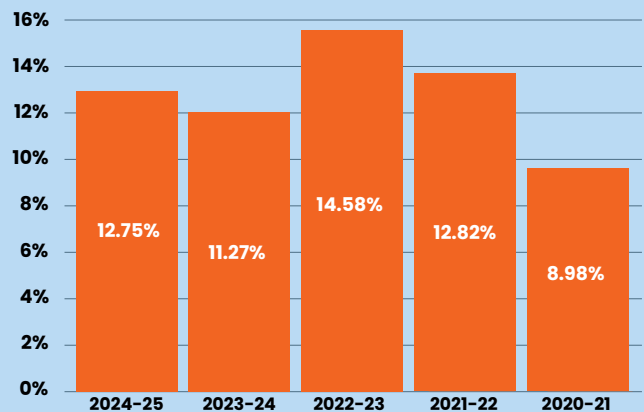
Number of employees by type over 5 years



Our employee turnover

In 2024-25, our employee turnover was 12.75%. Tracking turnover is a good measure of employee satisfaction and crucially helps us retain skilled and experienced employees.

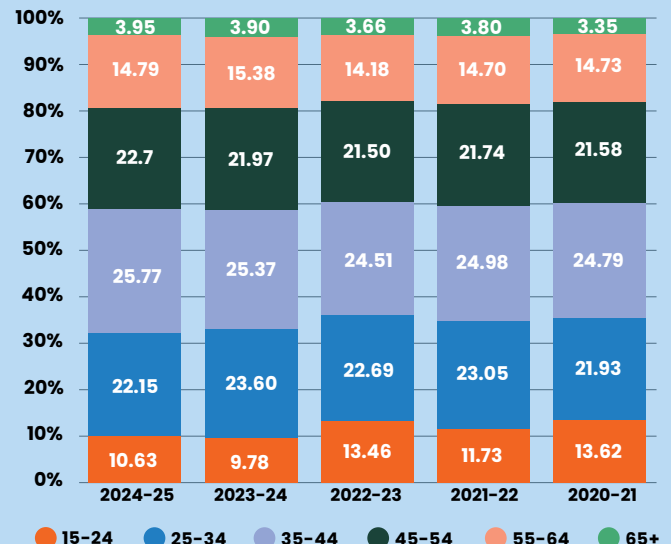
Employee turnover as a percentage over 5 years



Our age profile over 5 years

Throughout 2024-25, we have maintained a balanced age profile across our workforce. Our traineeship program continues to appeal to younger individuals entering the workforce, while initiatives such as phased retirement and flexible work arrangements provide valuable support to employees at various stages of their careers.

Age profile as a percentage over 5 years

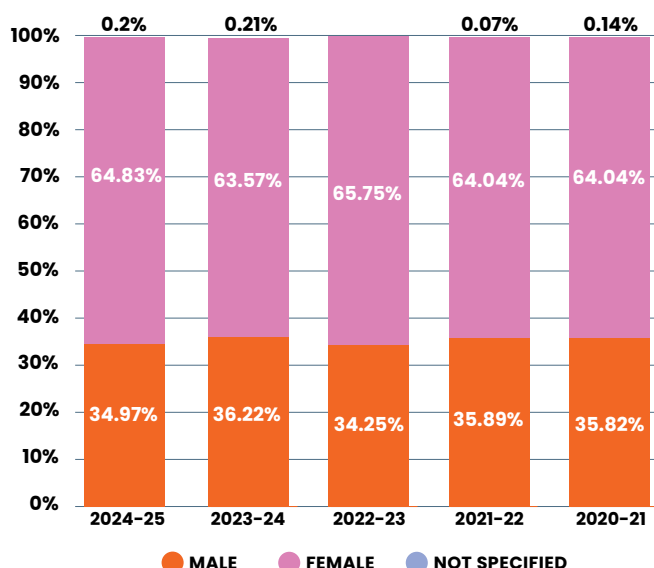


Our gender profile over 5 years

Council is dedicated to advancing gender equity throughout the organisation. We support this commitment through a range of initiatives, including encouraging staff to apply for salary progression, hosting International Women's Day events, providing dedicated breastfeeding facilities across our sites for our staff and developing internal mentoring programs. A dedicated internal Gender Equity Group meets regularly to explore these topics and guide the development of meaningful initiatives.

In 2024–25, our gender profile for permanent, temporary and casual employees is 64.97% female, 34.97% male, and 0.2% not specified.

Gender profile by employment type over 5 years



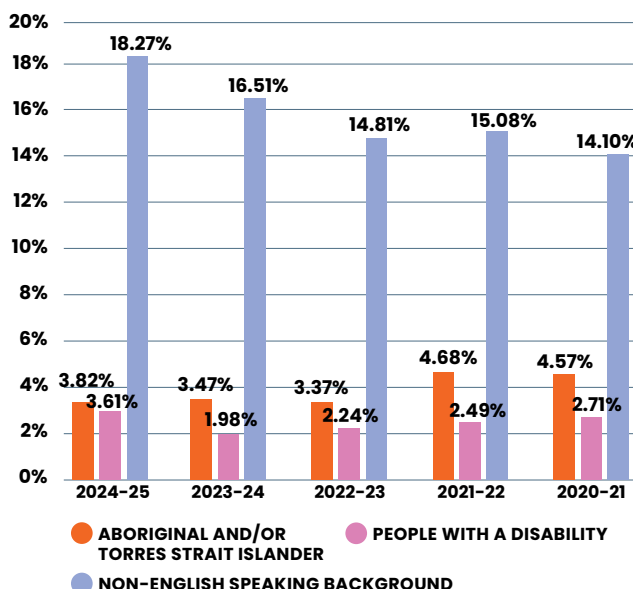
Our diversity profile over 5 years

Council remains committed to cultivating a diverse workforce and ensuring all employees have equitable access to growth opportunities. This includes participation in training, development programs and pathways for career progression.

We continue to embed our commitment to a discrimination-free workplace through strong organisational values, education initiatives, and inclusive training programs. These efforts support a respectful, supportive and fair working environment for all.

As part of our onboarding process, employees are encouraged to complete an Equal Employment Opportunity (EEO) form, with the option to remain anonymous. The EEO data presented reflects the responses of those who have chosen to participate.

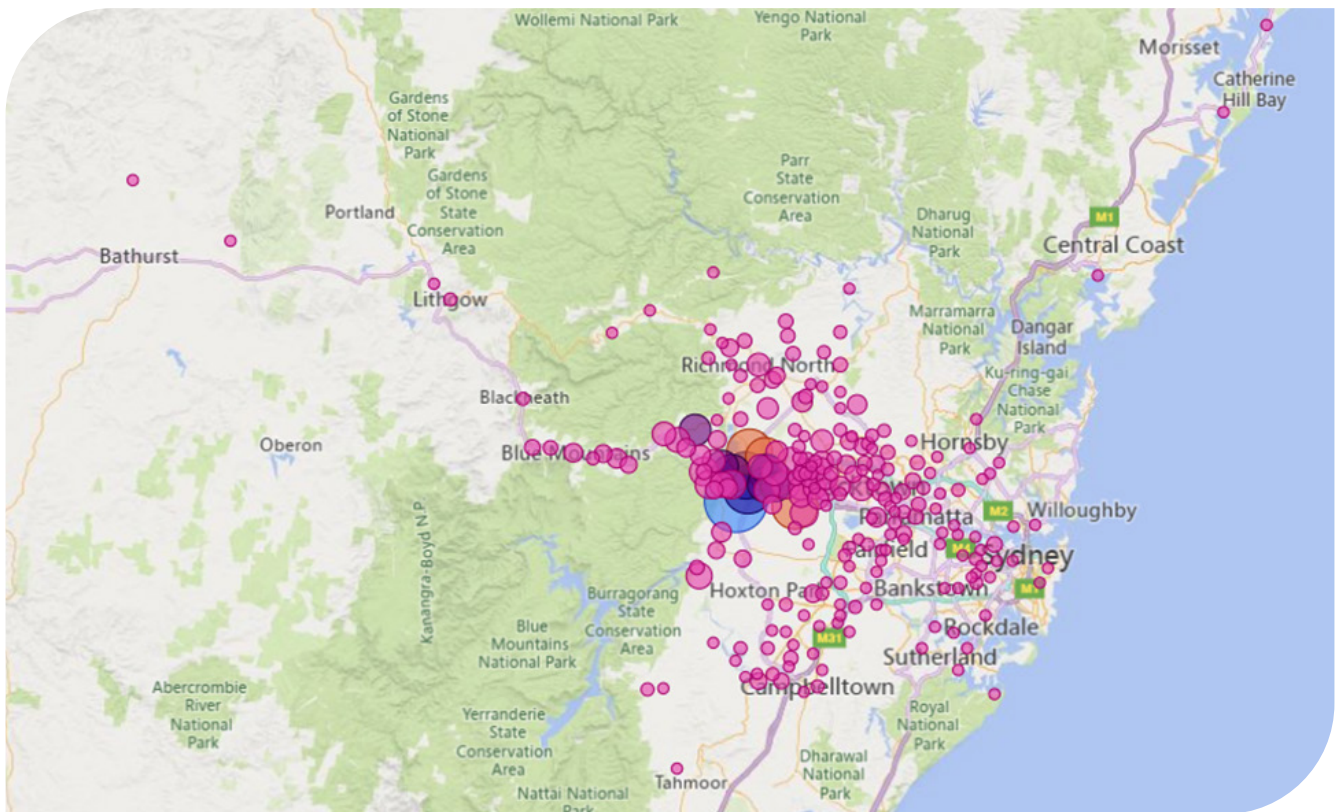
Diversity profile over 5 Years



Our employees' places of residence

Around 59% of our employees live within the Penrith Local Government Area. During 2024–25, Council continued to attract employees from several other LGAs. Our Finding Balance philosophy will continue to be a competitive advantage for Council and highlights the importance to continue to embed this into our culture so we can continue to be an employer of choice.

The spread of our employees' places of residence in 2024–25



KEY TO NUMBER OF EMPLOYEES

1-25 25-50 50-75 75-100 100+

Celebrating 20 years of service

During 2024–25, we recognised and celebrated 18 staff members who have achieved 20 years of service at Council. They represented various teams across the business and were honoured for their outstanding work. The group had lunch with our Mayor, Cr Todd Carney, and members of Council's Executive Leadership Team.



Our policies

During 2024–25, Council reviewed several WHS policies, which are covered under the WHS section of this document. No other People and Culture policies were reviewed during the year.

Our Equal Employment Opportunity statement

Council is dedicated to upholding the principles of Equal Employment Opportunity (EEO) throughout the organisation. We are committed to cultivating a workplace culture that values diversity, promotes inclusion and provides a professional environment free from discrimination and harassment.

To realise this commitment, Council has introduced a suite of strategic measures designed to embed EEO practices across all operations:

- Establishment of robust policies and delivery of structured training programs for employees and leadership teams
- Development and ongoing refinement of an EEO Management Plan to guide our organisational approach
- EEO surveys for new employees, fostering data-informed continuous improvement
- Clear and consistent communication of flexible work arrangements to support an inclusive and adaptive workplace

Council remains firmly committed to principles of fairness, respect, and opportunity for all. These initiatives underpin our core values and demonstrate our dedication to building equitable outcomes within both our workplace and broader community.

Our induction program

Council's Onboarding Program is a structured and comprehensive process designed to introduce new employees to our organisation, our collaborative culture, our values, policies, procedures and work environment. Our Onboarding Program helps new employees settle into their role, feel welcome, integrate into their new team and become productive members of our organisation. Onboarding activities are completed over the first 3 months.

Pre-arrival preparation

Before the new employee's first day, we provide them with essential information to help prepare them for their first day on the job. Our online onboarding allows employees to understand a range of benefits, policies and procedures at Council, and supports their learning and introduction to the business during their first 3 months of employment.

First-day induction

On the first day, our new employees meet their people leader and team, complete their employee induction training, and learn about our organisation's vision, values, and goals. People leaders prepare an induction plan so that the new employee can easily transition into their team and gain knowledge of the projects we are delivering for our community.

Training and development

Our onboarding program is underpinned by a wide range of learning, which equips our new employees with the necessary skills and knowledge to perform their job effectively. Our learning program covers topics such as our Code of Conduct, work health and safety, customer service, cyber security, privacy, and child safety and more. This learning is delivered through on-the-job training, job shadowing, face to face training and e-learning.

Regular check-ins

Throughout the onboarding period, people leaders and HR representatives check in with each new employee to address any concerns, provide feedback and ensure they are settling in well. This helps to identify and resolve any issues early, promoting a positive onboarding experience.

Our learning and development program

Leadership development and empowerment

We have designed and delivered a suite of innovative leadership development programs tailored to the specific needs of our organisation, in alignment with our customised Capability Framework. These programs include the **Igniting Leadership** and **Alumni Program** (designed for Middle Management) and **Empowering Leadership** (designed for Frontline Management).

The leadership development programs provide holistic and industry-relevant resources in the context of Council's operating environment to enable leaders to understand their role in driving individual, team and collective organisational performance and culture. Our approach includes a blend of classroom-based learning, experience-based workshops, and on-the-ground application of skills. The Igniting Leadership Alumni program allows participants to embed learnings and continue to connect and network with peers and other leaders. In total, we have facilitated 13 leadership development sessions across the different programs, reaching an estimated 167 people leaders across Council.

Council's 'Igniting Leadership' program was awarded an Excellence Award for Best Leadership Development Program in the 2022 Australian HR Awards.

In addition, Council also invests in its leadership development and future pipeline of leaders by sending participants to external leadership programs and events, including the Evolve Women's Development Program and the Australian Local Government Women's Association conference.

Mental Health – Certificate IV

Across 2024–25, Council has facilitated a cohort of 15 employees in undertaking a Certificate IV Mental Health. This initiative is a 2 year program facilitated externally and is designed to help employees learn how to support people experiencing mental health issues, work collaboratively with other services, explore trauma-informed practices, empower people through recovery, communicate effectively and work with diverse people. Employees gain practical experience and specialist skills in promoting social, emotional and physical wellbeing.

Our education assistance program

Our Education Assistance Program continues to provide financial assistance and leave options to employees seeking to expand their knowledge and skills by undertaking further study. In 2024–25, we invested in 56 employees through our Professional Development Education Assistance program. Areas of study included:

- Master's degrees
- Undergraduate degrees
- Diplomas
- Certificates

Our employees study several vocations including early childhood teaching, business administration, work health and safety, ICT, marketing, urban management and planning, town planning, information studies, civil engineering, recordkeeping, and applied policy.

During 2024–25, Council invested \$180,768 in education assistance, as well as numerous leave days to allow for study.

ALGWA

Each year, Council supports participation in the Australian Local Government Women's Association (ALGWA) conference, focusing on leadership and empowerment. The conference features a range of different themes, keynote speakers, workshops and panel discussions focused on empowering women in local government and enhancing leadership skills in the sector.

Evolve Development Program

The Evolve Development Program is a 3 month self-development program for a cohort of up to 25 employees. It is designed for women in non-management roles who want to enhance their personal and professional growth. The program covers soft skills, including networking, identifying their values, the Gallup Clifton Strengths assessment top 5, emotional intelligence, goal setting, and effective communication, all while building on their personal brand.

Workforce Management

Strategy and skill shortages

In 2024–25, Council undertook a review and update of the Workforce Management Strategy within Council's Resourcing Strategy. As part of our ongoing commitment to keep up to date with industry trends and best practice, we undertook extensive research to understand the challenges and opportunities facing our organisation including those in relation to talent and skill shortages. The Workforce Management Strategy sets out our People Strategy 2025 – 2029 which describes Council's response to these challenges and opportunities and ensures we are well positioned to support Council's needs now and into the future.

Building capacity

In August 2022, Council adopted its own customised Capability Framework. Since its launch, we have rolled out Capability Mapping to all positions at Council, equating to 1,762 individual 'Capability Maps'. As part of this process, we also identified a suite of job classifications which will enable enhanced workforce planning efforts into the future.

Alongside this rollout, various self-help guides and training resources have been internally designed and launched. These include the Capability Framework 'eLearning Module,' the 'Behavioural Interview Questions' guide, the 'How-To' Guide,' the 'Self-Assessment Tool' and several training sessions designed to build capability and support our employees. To date, a total of 79 training sessions with over 1,200 participants have been delivered. Receiving consistently high training evaluation scores, confirms the training opportunities are meaningful and valued. Our people rated the overall training experiences at 4.7/5, with the facilitator rated at 4.8/5 for knowledge and engagement and 94% of participants expressed they learnt new skills that they could apply in the workplace.

Council received recognition in 2023 when our Capability Framework was awarded 'Highly Commended' at the NSW LG Excellence Awards and further to this, Council's Capability Framework was awarded an Excellence Awardee for Best Learning and Development Program at the 2023 Australian HR Awards.

Our Capability Framework enhances attraction, selection, development and retention of our people, well into the future. The capabilities within the framework are expressed as behaviours that clearly define what 'good' looks like and provide a stronger focus on 'how' to achieve results. Our framework brings greater balance to the behavioural aspects of role performance, not just the technical components.

Most recently, Council has commenced our 'Capability Champion Program' designed to build a collaborative team of change advocates and support the integration of the framework across Council.

Our Employee

Engagement Survey

Council conducted an Employee Engagement Survey in 2024 which has allowed us to gain a clearer understanding of our strengths and opportunities, helping us continually improve our employee engagement levels.

For our 2024 Survey, we received a completion rate of 74% with our overall engagement score across Council being 65%. This result is:

- 4 percentage points lower than the Australia New Zealand Top Quartile Organisations benchmark of 69% which sees Council placed well comparatively.
- 7 percentage points higher than the Australia New Zealand Local Government benchmark of 58% which is another great result.

We received high scores on our organisational approach to diversity and inclusion, safety, and our mission and values.

Our people also told us there are still opportunities to further enhance effectiveness in the areas of cooperation between different groups and departments in Penrith City Council, reviewing staffing levels to get work done and addressing poor performance.

These insights greatly enhance our understanding of our employees' priorities. Moving forward, it will be essential to maintain close connections with our team, not just through surveys but also through meaningful dialogue to grasp their experiences better. Although employee engagement is high at Penrith City Council, sustaining and improving this over time will be key to our ongoing success.

Our traineeship program

Our annual Traineeship Program has been running since 2000. In 2024–25, there were 33 trainees employed with Council. This program provides opportunities for people to work full time while studying in a relevant field and is utilised by people wanting to start their careers, re-enter the workforce or change their career. We offer traineeships across multiple disciplines including business administration, ICT and early childhood education and care. Council has also applied for funding through the NSW State Government Fresh Start Trainee Program for funding to bring on several new trainee positions in 2025–26.

Our child safe organisation

Council is dedicated to being a child safe organisation, where the safety, wellbeing and inclusion of children and young people is embedded in our values, culture and practices. We recognise our collective responsibility to ensure children feel safe, respected and empowered as they participate in community life –whether attending our facilities or receiving care through our services.

Council maintains a zero-tolerance approach to child abuse and actively promotes the physical, emotional, cultural and social wellbeing of every child and young person within our care. Our approach aligns with the Child Safe Standards, reflecting best-practice principles in governance, staffing, risk management and child empowerment.

To uphold this commitment, we continue to strengthen internal policies, deliver ongoing education and training, and promote a culture of vigilance and accountability. These measures reduce the risk of harm and enhance staff confidence to identify and respond appropriately to disclosures, concerns and allegations of abuse.

Council will continue to prioritise child safety as a cornerstone of our service delivery and community engagement, fostering environments where every child and young person feels safe, supported and heard.

In 2024–25, we have strengthened ourselves as a Child Safe Organisation by implementing processes, developing resources and sharing information. This included:

- regular meetings with Child Safe and Wellbeing Group
- continuation of e-learning modules for staff
- educating staff through presentations at team meetings
- updating of the Child Safe intranet page for internal staff
- updating of the Child Safe website for the public
- developing key partnerships with other departments to conduct audits on public spaces to ensure child safety
- attending forums held by the Office of the Children's Guardian relating to Child Safety
- partnering with other Councils to ensure best practice
- educating departments on consultation with children
- fostering partnerships with key stakeholders and Council childcare centres to capture the voice of children
- consultation with children on key changes in the community, including park upgrades
- working with the Executive Leadership Team to obtain the Working with Children Check.

In 2024–25 we commenced a review of a number of People and Culture policies and procedures with the aim to streamline and strengthen processes and ensure clarified expectations and accountabilities for all employees.



Our Work Health and Safety (WHS)

During 2024-25, we have continued to build on sharing safety knowledge and developing a safety mindset. Our 4 year WHS Strategy remains on track, with the delivery of updated policies and procedures that underpin best-practice, ensuring training is provided to relevant staff as well as improving our understanding of hazards and risks.

Throughout the year, focussing on upskilling staff and people leaders included the rollout of the following face-to-face mandatory training:

- Incident Investigation for People Leaders
- Injury Management for People Leaders
- Psychosocial Risk for People Leaders
- Silica Awareness training

The above training is now provided regularly across new starters and new people leaders to ensure consistency and knowledge sharing.

It remains our highest priority to provide safe workplaces for our employees, contractors and visitors. The following table shows our work health and safety performance over the last year.

Work health and safety performance by month, in 2023–24

1 July 2024 – 30 June 2025	Jul 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25	TOTAL
LOST TIME INJURY INCIDENTS	2	0	1	3	4	1	5	9	3	4	4	0	36
NEAR MISS INCIDENTS	15	18	11	16	11	9	11	11	16	8	17	7	150
FIRST AID TREATABLE INJURIES	11	21	29	16	16	14	12	12	28	15	27	17	218
MEDICALLY TREATABLE INCIDENTS	5	6	7	9	10	7	2	2	5	2	4	4	63
WORKERS COMP NO LOST TIME	0	0	0	0	1	0	0	0	3	3	5	5	17
HAZARDS	4	3	13	3	6	0	4	5	5	4	5	5	57
NON TREATABLE INJURY	11	11	20	17	8	6	6	13	11	6	20	9	138
NO OF INCIDENTS	48	59	81	64	56	37	40	52	71	42	82	47	679

Our WHS policies and WHS governance

In 2024-25 we reviewed several of our WHS policies and procedures including:

- First Aid Procedure
- Smoke Free Workplace Procedure
- Management of Occupational Exposure to blood and body substances including needle stick injuries procedure
- Incident Reporting and Investigation procedure
- Communication and Consultation Procedure

Reviewing these procedures ensures Council employees, visitors and contractors are aware of the most recent requirements and best practices in managing and responding to incidents effectively and efficiently.

In order to have better oversight of trends and to better manage health and safety risks, Council has been working to implement a WHS Software System that will allow easier reporting of hazard and incidents and ensure completion of corrective actions. This system will also include an audit function that will ensure monitoring and promoting of WHS systems and procedures and allow for continual improvement.

Our wellbeing initiatives

In 2024–25, we have continued to promote initiatives to improve the health, safety and wellbeing of our employees by launching our Health and Wellbeing program in September 2024 with the aim of supporting the holistic wellbeing of all Council workers.

This program of proactive initiatives provides opportunities for all Council workers to engage in a range of physical, mental and social activities designed to promote personal wellbeing and success.

Insights from the 2024 staff survey helped shape the program's focus areas. The focus areas include:

- promoting good mental health
- stress management
- exercise and physical activity sessions
- flu vaccination programs.

Key highlights of the program to date include:

- implementation of MindRazr platform
- 2024 Active Workplace Program
- quarterly webinars
- Flu Vaccination program
- 2025 Corporate Games
- Health and Wellbeing online platform

Our Employee Assistance Program continued for all employees with access to free and confidential counselling services.

During the period from 1 August 2024 and 30 June 2025, 177 staff or their family members accessed our EAP Services. This included 79 new clients, 98 continuing clients and a total of 354 sessions. Of these sessions, 79 were held face to face, 164 via telephone and 87 via video.

R U OK? Day

In 2024, our R U OK? day event promoted and launched our Health and Wellbeing Portal and the MindRazr App, alongside our Health and Safety Representatives encouraging their workgroups to wear yellow and start conversations. Our Civic Centre was lit up yellow in support of the day and departments held toolbox talks and Conversation Bingo.

Across the organisation all Mental Health First Aid Officers wore yellow R U OK? shirts and promoted their role.

SafeWork Month

Our SafeWork Month initiatives included our Health and Safety Representatives workgroups running activities such as the ergonomic self-assessment challenge, stretching and weight loss challenges whilst exploring aspects of WHS around basic fundamentals, risk management and musculoskeletal injuries across the organisation.

Flu vaccination

269 employees received the flu vaccination at Council run clinics and 51 received reimbursements under our annual flu vaccination program.

Defibrillator rollout

We continue the rollout of defibrillators within our community centres to provide access for our workers and the community.

2025 Corporate Games

The 2025 Corporate Games is an initiative of the WHS team and Aquatics & Leisure team to provide an opportunity for staff to join in preorganised physical and nonphysical activities in a fun and engaging competition environment to foster team spirit, wellbeing and a little healthy competition with 4 activities being held over the year –bowling, dragon boat racing, field games and board games.

Our WHS matters

Crystalline Silica Substances (CSS)

During the year, in response to staff raising awareness of products containing CSS, the WHS team completed air monitoring of processes which identified exceedance above the Workplace Exposure Standards. Following this, Council stopped work activities, and implemented a program of reviewing risk assessments and health monitoring.





Appendices

Appendix 1

Our corporate governance

Australia has 3 levels of government. Local government is referred to as the third tier of government, behind the Australian Government and the state and territory governments. Penrith is one of 128 local government areas in NSW. Local government is the closest tier of government to the community.

The primary legislative basis for NSW local councils is the Local Government Act 1993 and its associated Local Government (General) Regulation 2021, which define the powers, functions and governance of councils. The NSW Office of Local Government is responsible for administering and overseeing this legislation, ensuring that councils comply with the law and uphold good governance.

Our governance framework

The Governance Framework provides context to Council's practices and guides our compliance with governance responsibilities under various legislation. Council's Governance Framework outlines 8 good governance characteristics which include being participatory, responsive, consensus orientated, effective and efficient, accountable, equitable and inclusive, transparent and following the rules of law.

To achieve high performance against these characteristics Council implements several mechanisms including policies, practices and systems which help staff and management perform to a high level. Some of these include maintaining an up-to-date policy register, risk register and administering a legislative compliance register. In addition, Council has a risk and internal audit team that supports the Audit Risk and Improvement Committee in its oversight functions and to promote continuous improvement.

Council continues to undertake its operations in a transparent manner as much as possible through its public council meeting cycle and meeting all our regular reporting requirements including financial and performance reporting.



Our Council

Our Council meetings

Council is committed to ensuring all Council meetings are conducted in accordance with legislative requirements and that our community has the chance to participate in the decision-making process. Council generally holds one Ordinary Council meeting a month and one Policy Review Committee meeting every second month, usually on a Monday night at the Penrith Civic Centre. These meetings are held in an open environment, with our Code of Meeting Practice guiding how meetings are conducted. Our website outlines what is required of members of the public who wish to address a meeting. Council meetings are live webcast and a recording provided on the website after each meeting.

Policy Review Committee Meetings allow councillors to discuss and review policy issues and ask questions of Council officers in a more informal environment. All recommendations made by the Policy Review Committee

are presented to the next Ordinary Meeting for formal adoption. At times, Council needs to deal with highly sensitive issues and may decide to work in confidence, which means that members of the community are excluded from the discussion and decision making. This is called the Committee of the Whole. Every effort is made to minimise the number of confidential reports brought before Council.

In 2024-25 Council held 13 Ordinary Meetings and 4 Policy Review Committee Meetings, with 3 members of the public addressing Council on various issues and items of business.

To facilitate access to Council meetings for councillors and members of the community, Ordinary Council and Policy Review Committee meetings are live audio broadcast, with councillors able to attend meetings remotely if required, subject to approval. Council also uploads all recordings of meetings to its website for members of the public.

Councillor attendance at meetings: July 2024 to September 2024

Councillors	Ordinary Meetings		Policy Review Committee Meetings	
	NUMBER	ATTENDED	NUMBER	ATTENDED
Cr Bernard Bratusa	3	3	1	1
Cr Glenn Gardiner	3	3	1	0 ♦
Cr John Thain	3	3	1	1
Cr Jonathan Pullen	3	1 ♦♦	1	1
Cr Karen McKeown OAM	3	1 ■■	1	1
Cr Kevin Crameri OAM	3	3	1	1
Cr Mark Davies	3	3	1	1
Cr Mark Rusev	3	2 ♦	1	1
Cr Marlene Shipley	3	3	1	1
Cr Robin Cook	3	3	1	1
Cr Ross Fowler OAM	3	3	1	1
Cr Sue Day	3	3	1	1
Cr Todd Carney	3	3	1	1
Cr Tricia Hitchen	3	3	1 ■	0

♦ APOLOGY

■ LEAVE OF ABSENCE GRANTED

● LEAVE OF ABSENCE GRANTED FOR COUNCIL RELATED BUSINESS

Councillor attendance at meetings: October 2024 to June 2025

Councillors	Ordinary Meetings		Policy Review Committee Meetings	
	NUMBER	ATTENDED	NUMBER	ATTENDED
Cr Todd Carney	10	10	3	3
Cr Ross Fowler OAM	10	10	3	3
Cr Libby Austin	10	8 ■ ◆	3	1 ■ ◆
Cr Kirstie Boerst	10	10	3	3
Cr Robin Cook	10	10	3	3
Cr Sue Day	10	10	3	3
Cr Glenn Gardiner	10	10	3	2 ◆
Cr Sabbie Kaur	10	10	3	3
Cr Hollie McLean	10	10	3	3
Cr Edwin Mifsud	10	9 ◆	3	3
Cr Reece Nuttall	10	10	3	3
Cr Vanessa Pollak	10	10	3	3
Cr Faithe Skinner	10	10	3	3
Cr Garion Thain	10	10	3	3
Cr John Thain	10	10	3	3

◆ APOLOGY

■ LEAVE OF ABSENCE GRANTED

● LEAVE OF ABSENCE GRANTED FOR COUNCIL RELATED BUSINESS



Our Councillor fees and expenses

Our Councillor fees and expenses for 2024–25

Councillor fees	Amount (\$)
Mayor allowance	76,329
Deputy Mayor allowance	18,253
Councillor fees	483,708
Overseas visits	-
Councillor superannuation	66,388
Expenses and facilities	
Office Equipment	35,707
Usage charges	
Mobile phone calls and data usage	16,528
Reimbursement to councillors for mobile phone (not Council Owned)	274
Reimbursement to councillors for internet services (not provided by Council)	373
Conferences and seminars	42,616
Training and skill development	5,068
Interstate visits	-
Expenses for spouse or partner	-
Childcare expenses	-
Other councillor costs	42,200
Total	787,444

Our Councillors' professional development

In accordance with section 186 of the Local Government (General) Regulation 2021, the annual report must include information about induction training and ongoing professional development for councillors.

The following induction training/refresher courses were offered to and attended by councillors.

Date	Activity
Pre-election candidate sessions	
18 Jul 2024	Pre-election candidate session conducted by Local Government NSW (LGNSW)
Councillor Induction Program	
14 Oct 2024	Introduction to Local Government
16 Oct 2024	Introduction to Council and Executive Leadership Team
23 Oct 2024	Council Meetings
13 Nov 2024	Introduction to Planning and Development
24 Mar 2025	Positive Media Practices for Councillors

Councillor attendance at induction sessions: October 2024 to June 2025

Councillors	Session 1 14 Oct 2024	Session 2 16 Oct 2024	Session 3 23 Oct 2024	Session 4 13 Nov 2024	Session 5 24 Mar 2025
	NUMBER	ATTENDED	ATTENDED	NUMBER	ATTENDED
Cr Edwin Mifsud	✦	✦	✕	✦	✕
Cr Faithe Skinner	✕	✦	✕	✕	✕
Cr Garion Thain	✕	✕	✕	✕	✕
Cr Glenn Gardiner	✕	✕	✕	✦	✕
Cr Hollie McLean	✕	✕	✕	✕	✕
Cr John Thain	✕	✦	✕	●	✕
Cr Kirstie Boerst	✕	✕	✕	✕	✕
Cr Libby Austin	✕	✕	✕	✕	● ■
Cr Reece Nuttall	✕	✕	✕	✕	✕
Cr Robin Cook	✕	✕	✕	✕	✕
Cr Ross Fowler OAM	✦	✕	✕	✦	✕
Cr Sabbie Kaur	✕	✕	✕	✕	✕
Cr Sue Day	●	✕	✕	✕	✕
Cr Todd Carney	✕	✕	✕	✦	✕
Cr Vanessa Pollak	✕	✕	✕	✕	✕

✕ ATTENDANCE

● ONLINE ATTENDANCE

✦ APOLOGY

■ PARTIAL ATTENDANCE

The Mayor and councillors have been made aware of professional development opportunities available to them and have been provided assistance in selecting suitable training programs to be undertaken towards their professional development.

A total of 20 briefing sessions related to Council's policies, strategies, plans, and codes were provided to the Mayor and councillors during the reporting year under the professional development program.

Name	Type	Name of course /training program	Date/s	Completed	Attendance
Cr Faithe Skinner	Professional Development	Building your Councillor Professional Development Plan	1 May 2025	Yes	Yes
Cr Robin Cook	Professional Development	A Day in the Life of a Councillor	4 Feb 2025	Yes	Yes
Cr Robin Cook	Professional Development	Safety, extremism and disruption in councils	25 Feb 2025	Yes	Yes
Cr Robin Cook	Professional Development	Domestic Violence - Councils are part of the solution	16-30 Jun 2025	Yes	Yes
Cr Robin Cook	Professional Development	Wellness 2 Age: Empowering Older People to Live Well	21 May 2025	Yes	Yes
Cr Sarbjeet Kaur	Professional Development	Safety, extremism and disruption in councils	25 Feb 2025	Yes	Yes
Cr Sarbjeet Kaur	Professional Development	Domestic Violence - Councils are part of the solution	16-30 Jun 2025	Yes	Yes

Number of seminars, conference, and other activities delivered to Councillors

Name	Type	Name of course /training program	Date/s	Completed	Attendance
Councillors	Conference	LGNSW Annual Conference 2024	17-19 Nov 2024	Cr Libby Austin	Yes
				Cr Todd Carney (Mayor)	Yes
				Cr Ross Fowler OAM	Yes
				Cr Glenn Gardiner	Yes
				Cr Sabbie Kaur	Yes
				Cr Hollie McLean	Yes
				Cr Reece Nuttall	Yes
				Cr Vanessa Pollak	Yes
				Cr Garion Thain	Yes
Councillors	Conference	UDIA National Congress	17-19 Mar 2025	Cr Todd Carney (Mayor)	Yes
				Cr Reece Nuttall	Yes
				Cr Garion Thain	Yes
				Cr Hollie McLean	Yes
Councillors	Conference	Floodplain Management Australia, National Conference	13-16 May 2025	Cr Vanessa Pollak	Yes
				Cr Glenn Gardiner	Yes
Councillors	Conference	ALGA National General Assembly (NGA) 2025	24-27 Jun 2025	Cr Todd Carney (Mayor)	Yes
				Cr Reece Nuttall	Yes
				Cr Vanessa Pollak	Yes
				Cr Hollie McLean	Yes

Our committees and organisations

Council has delegated functions to committees / organisations in accordance with section 377 of the *Local Government Act 1993* (NSW) and is authorised to exercise those delegated functions under section 355 of the *Local Government Act 1993* (NSW) or by way of a Licence Agreement in the case of other entities. The committees/entities are as follows:

#	Committee name	Type	Status	Membership
1.	Access Committee	Section 355 Committee	Functional	Councillors, Community
2.	Arms of Australia Inn Management Committee	Section 355 Committee	Functional	Community, Staff
3.	Heritage Advisory Committee	Section 355 Committee	Functional	Councillors, Community Member
4.	Jamison Park Netball Complex Management Committee	Section 355 Committee	Functional	Community
5.	Penrith Community Safety Partnership	Section 355 Committee	Functional	Community
6.	Penrith International Friendship Committee	Section 355 Committee	Functional	Community
7.	Penrith Schools Boatshed Management Committee	Section 355 Committee	Functional	User group representatives
8.	Penrith Seniors Centre Management Committee	Section 355 Committee	Functional	User group representatives
9.	Property Development Advisory Panel (PDAP)	Section 355 Committee	Functional	Independent members
10.	Ray Morphet Pavilion Management Committee	Section 355 Committee	Functional	User group representatives
11.	Resilience Committee	Section 355 Committee	Functional	Councillors, Council Staff, Community Members
12.	Western Parkland Councils	Section 355 Committee	Functional	Mayoral Forum
13.	Western Sydney Regional Illegal Dumping Squad - Management Committee	Section 355 Committee	Functional	Staff, other councils

Our partnerships, cooperatives and joint ventures

During 2024-25 we also had delegates or directors elected or appointed to external boards and committees of:

Civic Risk Mutual

Cumberland District Bush Fire Management Committee

Cumberland Rural Fire service Zone Liaison Committee

Fernhill Estate Community Trustee Board

Floodplain Management Australia

Hawkesbury River County Council

Local Emergency Management Committee

Local Traffic Committee

Mayoral Forum

Penrith CBD Corporation

Penrith Lakes Executive Committee

Penrith Valley Regional Sports Centre Ltd

Penrith Valley Sports Foundation

St Marys Town Centre Corporation

Sydney Western City Planning Panel

Strategic Advisory Committee - National Growth Areas Alliance

The Penrith City Children's Services Co-operative Ltd

The Penrith Performing and Visual Arts Limited

The Parks - Sydney Parkland Councils

Western Sydney Academy of Sport Advisory Board

Western Sydney Academy of Sport Board

Council also contributes towards a Regional Illegal Dumping Squad initiative along with several other Western Sydney councils.

Council is a member of The Parks. This consists of 8 Councils who have committed to working collaboratively for our region through the formation of a partnership.

Council is also a member of the Sydney Western City Planning Panel. The Panel is responsible for the determination of development applications considered to be of regional significance.

External bodies exercising Council functions

Council is a member of CivicRisk Mutual which is a joint initiative established by councils in Western Sydney to give cost effective civil liability protection insurance.

The Hawkesbury River County Council exercises delegated functions on behalf of Council to control noxious weeds on public land and waterways in Penrith.

Companies in which Council held a controlling interest

Companies in which Council held a controlling interest during 2024-25 were:

- Penrith Performing and Visual Arts Ltd

Our Code of Conduct

The Model Code of Conduct for Local Councils in NSW was re-adopted by Council in June 2025. The code is available on the Council website and sets the minimum standards of conduct for councillors, Council staff and members of Council committees. The code assists Council representatives to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence, and to act in a way that enhances public confidence in local government.

Councillors and staff are regularly trained in and reminded about the Code of Conduct so they understand and adhere to the ethical standards relevant to their roles.

There are no ongoing, upcoming or completed investigations into the organisation by governing or regulatory bodies.

Our anti-slavery statement

Penrith City Council

Modern Slavery Statement

As required by the Modern Slavery Act 2018 (NSW) Penrith City Council provides the following statement:

Issues raised by the Anti-Slavery Commissioner

Penrith City Council were not advised of any issues, so no action was required.

The following processes are in practice to support anti-slavery practices in its supply chain:

- Penrith City Council's Procurement Policy states it is committed to supporting human rights and becoming alert to and preventing instances of modern slavery in our contracts in all forms. And modern slavery is a key pillar in the procurement policy design.
- Penrith City Council Procurement Standards provide information to staff on Modern Slavery and how to

manage this through the procurement lifecycle including their obligations and the risks involved and how to identify and prevent modern slavery. This includes tools to assist staff in identifying high risk procurements.

- All Tender and Quotation documentation including Contracts reflect Councils commitment to meeting its Modern Slavery obligations with suppliers. Suppliers in the tender and Quotation process are required to disclose any risks in their supply chain.
- Penrith City Council Business Ethics Statement has been updated to reflect Councils Modern Slavery responsibilities.

Our risk management framework

Penrith City Council has an Enterprise Risk Management Framework ('the Framework') in place which has been in operation since 2017. The Framework consists of a Risk Management Policy (adopted by Council), Risk Management Strategy and Plan, Risk Appetite Statement, Strategic Risk Register and 25 Operational Risk Registers. The Framework was developed in alignment with ISO 31000: 2018, has been independently audited, receiving the rating 'Proficient', and the majority of people leaders have received training on the Framework and how to apply it in practice.

The Executive Leadership Team (ELT) has been involved in a series of facilitated strategic risk workshops and to date has completed assessments of the following 6 strategic risks: financial sustainability, major projects, disasters and catastrophic events, cyber security, population growth and impacts on infrastructure delivery, asset resilience and maintenance. For each risk, priority improvement streams have been identified, with more specific actions identified for each stream. The Risk Function maintains a tracker for improvement actions and provides the ELT with a status update at each strategic risk session.

Operational risk reviews are performed by department heads, assisted by the Risk Function, on a 6 monthly basis. Each department head is responsible for reviewing the risks and incidents (risks eventuated) contained in their department's operational risk register, ensuring mitigation actions are documented where the risk is exceeding Council's Risk Appetite Statement and/or Tolerances. In addition, department heads are asked to self-assess compliance against assigned legislative obligations and declare any known breaches within the electronic legislative compliance software. The Risk Function is responsible for collating all of the data and preparing a report to present to the ELT on the Council's key operational risks, incidents, legislative obligations and improvement/mitigation actions.

Risk reports are also prepared on a 6 monthly basis for the ARIC's consideration.

The Framework was last reviewed in 2019 and is due for review in 2025-26. During this review, consultation will be undertaken to better understand Council's corporate risk culture and how to enhance it further.

Our internal audit framework

Council's internal audit function delivers internal audits, and supplements this with external service providers that usually are selected to deliver audits requiring specialised skill-sets or enhanced organisational independence.

The function is guided by a risk-based annual program which is endorsed by the Audit, Risk and Improvement Committee (ARIC), and typically consists of 10 audits per annum.

The function is governed by a charter which was endorsed by the ARIC and the Governing Body during 2024-25. The charter was brought into alignment with the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW, as well as the Institute of Internal Auditors Global Internal Audit Standards. The charter identifies the primary responsibility of the Internal Audit Function as supporting the ARIC to review and provide advice to the Council in accordance with Section 428A of the *Local Government Act 1993*, primarily through conducting internal audits and monitoring the implementation of corrective actions. The function has ancillary responsibilities, including developing and maintaining a culture of accountability and integrity, and promoting a culture of high ethical standards.

Areas of interest in the 2024-25 Annual Program included a balanced mix of outward facing community services, such as Children's Services, Community Facilities and Recreation and public health programs, and internal services, such as Ethical Behaviour Framework and Volunteer Management. The internal Audit Function achieved its primary performance measure for 2024-25 of finalising 90% of audits endorsed by the ARIC in the Annual Program. Action taken by management to address internal audit recommendations continues to be satisfactory, with an overall completion rate of 71% for the 4-year period 2021 - 2025 report at the March 2025 ARIC meeting.

Key audit risk and

improvement findings

Nine internal audits were completed in 2024-25, covering governance, compliance, risk management, financial controls, service delivery and strategic alignment. The overall control environment across Council functions is adequate, with targeted improvements required in documentation, training, system utilisation, and policy alignment.

Key themes & findings

Internal Audit area	Rating	Highlights
Ethical Framework	Some Improvement Needed	Minor documentation gaps, inconsistent reporting, training compliance
Environmental Health	Some Improvement Needed	Manual processes, missing food inspection records
Community Facilities & Recreation	Major Improvement Needed	Expired agreements, event approval issues
Volunteers Management	Major Improvement Needed	Outdated policy, missing safety docs, data management issues
Key Controls Testing	Mixed Effectiveness	82% controls effective; gaps in inspections and emergency planning
Children's Services Cooperative	Some Improvement Needed	Outdated governance documents, lack of performance measures
Follow-up Audit	90% Verified Complete	New enterprise system delays impact finance automation; most actions implemented
RID Squad Audit	Some Improvement Needed	Procurement documentation gaps, system utilisation inconsistencies
DRIVES24 Compliance Audit	Some Improvement Needed	Strong control environment; minor gaps in documentation and timeliness of quarterly certifications

Audit Risk and Improvement Committee (ARIC)

The ARIC is a key component of Penrith City Council's governance framework. The objective of the ARIC is to support Council by monitoring and advising on Council's governance, risk and control frameworks and its external accountability requirements.

The committee operates under the ARIC Terms of Reference which were first approved by Council in 2017 and were presented for re adoption by Council in February 2025 to reflect the Office of Local Government's Guidelines for Risk Management and Internal Audit (the Guidelines) and recent amendments to the *Local Government (General) Regulation 2021*. The Terms of Reference include the responsibilities of the ARIC specified under Section 428A of the *Local Government (Planning and Governance) Amendment Act 2016*.

There are 3 independent voting members and 1 non-voting councillor member on the committee. Members have varied qualifications and experience which contribute to the effectiveness of the committee. The independent members meet the independence requirements specified in the *Local Government (General) Regulation 2021*.

Here is a snapshot of the independent members:



Elizabeth Gavey
Committee Chair
B Com (Economics)
LLB GAICD

Elizabeth joined Penrith City Council's ARIC as an independent member in October 2017. She also serves on the Audit Risk and Improvement Committees for 3 other local government councils in New South Wales and on the Audit and Risk Committees for Local Government NSW, the NSW Electoral Commission, the Office of Independent Review, the Audit Office of NSW and Museums of History NSW.

She has 30 years plus experience gained in commercial law, investment banking and the health sector and is an experienced company director in the not-for-profit sector.



Sheridan Dudley
Committee Member
BA, LLB, GradDipCrim,
MAdmin, EdD

Sheridan joined our ARIC as an independent member in December 2022. She is chair or member of 5 other NSW Local Government ARICs and Honorary Senior Lecturer in Education at UNSW.

Sheridan has 20 years' board level experience in public and not-for-profit sectors; 18 years' experience as a company secretary including at large national and international not-for-profit organisations; and 30 years' experience as Chief Executive Officer and Leader for state and local government organisations and the not-for-profit sector, including as general manager of a NSW council.



Carl Millington
Committee Member
CAANZ

Carl joined our ARIC as an independent member in December 2022. Carl comes with extensive experience in risk management, performance management, internal and external auditing, financial reporting, accounting, management control frameworks, financial internal controls, governance and business operations. He has 40 years' experience in preparing and auditing financial statements and auditing other councils. Carl is currently a member of 7 audit, risk and improvement committees (and is the Chair of 4).

Council has continued to develop its management of strategic and operational risks, financial and other internal controls and compliance obligations. Areas on which to focus and dedicate resources have been prioritised by Council using a risk-based approach.

The ARIC believes that Council is adequately supporting its internal and external audit functions and meets its external accountability requirements. The ARIC's overall assessment is that the arrangements in the areas of responsibility specified in the ARIC Terms of Reference were operating adequately during 2024.

Internal audit and risk management attestation statement for the 2024–25 financial year for Penrith City Council

I am of the opinion that Penrith City Council has an audit, risk and improvement committee, risk management framework and internal audit function that operate in compliance with the following requirements except as may be otherwise provided below:

Audit, risk and improvement committee

#	Requirement	Compliance
1	Penrith City Council has appointed an audit, risk and improvement committee that comprises of an independent chairperson and at least two independent members (section 428A of the <i>Local Government Act 1993</i> , section 216C of the <i>Local Government (General) Regulation 2021</i>).	Compliant
2	The chairperson and all members of Penrith City Council's audit, risk and improvement committee meet the relevant independence and eligibility criteria prescribed under the <i>Local Government (General) Regulation 2021</i> and have not exceeded the membership term limits prescribed under the Regulation (sections 216D, 216E, 216F, 216G of the <i>Local Government (General) Regulation 2021</i>).	Compliant
3	Penrith City Council has adopted terms of reference for its audit, risk and improvement committee that are informed by the model terms of reference approved by the Departmental Chief Executive of the Office of Local Government and the committee operates in accordance with the terms of reference (section 216K of the <i>Local Government (General) Regulation 2021</i>).	Compliant
4	Penrith City Council provides the audit, risk and improvement committee with direct and unrestricted access to the General Manager and other senior management and the information and resources necessary to exercise its functions (section 216L of the <i>Local Government (General) Regulation 2021</i>).	Compliant
5	Penrith City Council's audit, risk and improvement committee exercises its functions in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Non-compliant The four-year strategic work plan was reported to the governing body, however the governing body was asked to note it, rather than endorse it. The three-year strategic work plan endorsed by the ARIC in June 2025 will be adopted by resolution of the governing body on 27 October 2025.
6	Penrith City Council's audit, risk and improvement committee provides the governing body with an annual assessment each year, and a strategic assessment each council term of the matters listed in section 428A of the <i>Local Government Act 1993</i> reviewed during that term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant
7	The governing body of Penrith City Council reviews the effectiveness of the audit, risk and improvement committee at least once each council term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant

Membership

The chairperson and membership of the audit, risk and improvement committee are:

Role	Name	Start	End
Chairperson	Elizabeth Gavey	November 2017	October 2025
Independent member	Sheridan Dudley	November 2022	October 2026
Independent member	Carl Millington	November 2022	October 2026
Councillor member	Ross Fowler OAM	November 2022	October 2026

Risk Management

#	Requirement	Compliance
8	Penrith City Council has adopted a risk management framework that is consistent with current Australian risk management standard and that is appropriate for the Penrith City Council's risks (section 216S of the <i>Local Government (General) Regulation 2021</i>).	Compliant
9	Penrith City Council's audit, risk and improvement committee reviews the implementation of its risk management framework and provides a strategic assessment of its effectiveness to the governing body each council term (section 216S of the <i>Local Government (General) Regulation 2021</i>).	Compliant

Internal Audit

#	Requirement	Compliance
10	Penrith City Council has an internal audit function that reviews the council's operations and risk management and control activities (section 216O of the <i>Local Government (General) Regulation 2021</i>).	Compliant
11	Penrith City Council's internal audit function reports to the audit, risk and improvement committee on internal audit matters (sections 216M, 216P and 216R of the <i>Local Government (General) Regulation 2021</i>).	Compliant
12	Penrith City Council's internal audit function is independent and internal audit activities are not subject to direction by the Penrith City Council (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
13	Penrith City Council has adopted an internal audit charter that is informed by the model internal audit charter approved by the Departmental Chief Executive of the Office of Local Government and the internal audit function operates in accordance with the charter (section 216O of the <i>Local Government (General) Regulation 2021</i>).	Compliant
14	Penrith City Council has appointed a member of staff to direct and coordinate internal audit activities or is part of a shared arrangement where a participating Penrith City Council has appointed a staff member to direct and coordinate internal audit activities for all participating councils (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
15	Internal audit activities are conducted in accordance with the Global Internal Audit Standards (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant

Internal Audit

#	Requirement	Compliance
16	Penrith City Council provides the internal audit function with direct and unrestricted access to staff, the audit, risk and improvement committee, and the information and resources necessary to undertake internal audit activities (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
17	Penrith City Council's internal audit function undertakes internal audit activities in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Non-compliant The four-year strategic work plan was reported to the governing body, however the governing body was asked to note it, rather than endorse it. The three-year strategic work plan endorsed by the ARIC in June 2025 will be adopted by resolution of the governing body on 27 October 2025.
18.	Penrith City Council's audit, risk and improvement committee reviews the effectiveness of the internal audit function and reports the outcome of the review to the governing body each council term (section 216R of the <i>Local Government (General) Regulation 2021</i>).	Compliant

Non-compliance with the *Local Government (General) Regulation 2021*

I advise that Penrith City Council has not complied with the following requirements prescribed under the *Local Government (General) Regulation 2021* with respect to the operation of its audit, risk and improvement committee:

Non-compliance	Reason	Alternative measures being implemented	How the alternative measures achieve equivalent outcomes
Not applicable	Not applicable	Not applicable	Not applicable

These processes, including the alternative measures implemented, demonstrate that Penrith City Council has established and maintained frameworks, systems, processes and procedures for appropriately managing audit and risk within Penrith City Council.



Andrew Moore
General Manager
Penrith City Council
25/09/2025

Our legal report

Legal proceedings

(section 428(2)(e))

In addition to engaging external legal providers, Council's internal Legal Services department, comprising a Head of Legal Services, Legal Counsel, Solicitor, Legal Secretary and a Paralegal, provided a broad range of legal services in 2024-25. These included delivering legal advice, conducting litigation, managing conveyancing transactions, processing subpoenas and addressing other specialised legal issues.

In 2024-25, Council paid a total of \$2,267,666 to external providers including legal firms, consultants, courts, process servers and barristers. This compares to \$1,804,522 in 2023-24 and \$1,446,816 in 2022-23. The expenditure related to obtaining expert advice, preparing for court hearings, defending appeals, covering barristers fees, consultant expert costs and representing Council in legal proceedings.

Council spent an estimated \$733,281 on the provision of in-house legal services during the financial year. This expenditure included staffing costs, rent, maintaining a legal library and the provision of equipment. The Legal Services department also derives income from cost orders awarded in favour of Council with \$505,658 recovered during the year.

Fines totalling \$92,060 were recovered through prosecutions in the Local Court of New South Wales.

The net expenditure on external legal services was \$1,669,948.

Matters ongoing from previous year in the Land and Environment Court of NSW

Matter	Status	Costs incurred in reporting period (\$)
Universal Property Group Pty Ltd 22-23 Ainsbury Road, St Marys (2024/115551)	Closed	101,474
Youssef Aoun 8 Kunipipi Street, St Clair (2024/037264, 2023/461450, 2023/426102)	Closed	0
Seaspray Corp Pty Ltd 31-33 Walter Street, Kingswood (2023/364750)	Closed	3,367
Sonia Aghlmand 38 Musico Street, Colyton (2023/285793)	Closed	6,303
Christopher Moujalli 55 Stafford Street, Kingswood (2023/155954)	Closed	6,094
Maryland Development Company Pty Ltd Lot 6 Wianamatta Parkway, Jordan Springs (2024/18088) Lots 1,2,3 and 6 Wianamatta Parkway, Jordan Springs (2024/18101)	Closed	13,944
Lilnance Holdings Pty Ltd 196-198 Bennett Road, St Clair (2023/441872)	Closed	60,559

Matters ongoing from previous year in the Land and Environment Court of NSW

Matter	Status	Costs incurred in reporting period (\$)
Thornton North Penrith Pty Ltd 41, (part 184, and 192 Lord Sheffield Circuit, Penrith (2024/172376) 184 Lord Sheffield Circuit, Penrith (2024/172243)	Ongoing	159,734
Ali Houblos and Eloise Houblos 131 Tadmor Road, Cranebrook (2023/261790)	Closed	41,083
Station Lane Pty Ltd 1 Station Lane, Penrith (2023/245274)	Closed	144,122
Nassar Daher and Zalfa Daher 23 Barker Street, Cambridge Park (2023/104879)	Closed	19,890
Nassar Daher 86-88 Sydney Street, St Marys (2023/076932)	Closed	51,561
Emanuel Homes Pty Ltd 36 First Street, Kingswood (2024/163271)	Closed	17,168
Mark Ventures Pty Ltd 262-272 Caddens Road, Claremont Meadows (2023/436024)	Closed	52,758
O'Connell Street Caddens Pty Ltd as trustee for O'Connell Street Caddens Unit Trust 46-66 O'Connell Street, Caddens (2023/432754, 2023/433575 and 2023/433607)	Closed	98,878
Navneet Sandhu and Akanksha Sandhu 18 Enterprise Road, Cranebrook (2023/302358)	Closed	1,845
Llandilo Property Holdings Pty Ltd 54 Fourth Avenue, Llandilo (2024/154668 and 2024/154669)	Closed	13,595
Sally Bolic 2 Coowarra Drive, St Clair (2023/287047)	Closed	38,864
Ecostay Pty Ltd 29-31 Castlereagh Street, Penrith (2024/189554)	Closed	48,195
Joe Abboud 3 Blackwell Ave, St Clair (2024/232514)	Closed	30,533
Denistone AB Pty Limited 11 Blaxland Ave, Penrith (2024/236610)	Closed	38,321

Matters ongoing from previous year in the Land and Environment Court of NSW

Matter	Status	Costs incurred in reporting period (\$)
Montessori Academy Group Developments Pty Limited 72 Park Avenue, Kingswood (2023/277167)	Closed	6,000
Urban Apartments Pty Ltd 614-632 High Street, Penrith (2024/144805)	Closed	25,722

New matters in the Land and Environment Court of NSW

Matter	Status	Costs incurred in reporting period (\$)
Stephen Saltau 13-17 Hermitage Court, Orchard Hills (2024/316959)	Closed	18,415
Paul Vella, Sylvia Vella and Jake Vella 40-48 Lansdowne Rd, Orchard Hills (2024/287976)	Closed	16,229
Andrew Zeait 119 O'Connell Street, Caddens (2024/434795)	Closed	16,713
Andrew Zeait 127 O'Connell Street, Caddens (2024/441555)	Closed	4,150
John Paul El Bayeh 129 O'Connell Street, Caddens (2024/435210)	Closed	4,382
Ali Houblos 131 Tadmor Road, Cranebrook (2024/372836)	Closed	0
Hui Ching Chan 110 Barry Street, Cambridge Park (2024/289355)	Closed	31,215
Raland Constructions Pty Ltd 65 Castlereagh Street, Penrith (2025/64770)	Closed	0
Stephen Abbott 29-33 Sheridan Road, Castlereagh (2025/21383)	Closed	0
Anton Pincevic, Brett Taylor and X Roads Cranebrook Pty Ltd 1-21 Cranebrook Road, Cranebrook (2025/201122)	Open	49,277

New matters in the Land and Environment Court of NSW

Matter	Status	Costs incurred in reporting period (\$)
South Wentworthville Childcare Holdings Pty Ltd 124-126 Explorers Way, St Clair (2025/168927)	Open	9,985
T.A,P,P Pty Ltd 97-107 Samuel Marsden Road, Orchard Hills (2025/110831)	Open	3,882
Llandilo Property Holdings Pty Ltd 54 Fourth Avenue, Llandilo (2025/108996)	Open	2,595
K. Gorgees Holdings Pty Ltd 2-26 Great Western Highway, Emu Plains (2025/107099 and 2024/384821)	Open	74,249
NF Billyard Pty Ltd 82-84 Stafford Street, Kingswood (2025/105231)	Open	7,628
Michael Urusoglu 1 Water Street, Wallacia (2025/29654 and 2024/466886)	Open	12,092
HSEM Management Pty Ltd 1 Water Street, Wallacia (2024/477587 and 2024/390933)	Open	21,492
Kape Development Pty Ltd 61-65 Adelaide Street, Oxley Park (2024/423962)	Open	45,175
The Trustee for HSEM Holding Trust 1 Water Street, Wallacia (2024/391087 and 2024/391061)	Open	16,905
Norman Morched and Bianca Morched 26 Farm Road, Mulgoa (2024/363184)	Open	82,862
Ali Houblos 131 Tadmore Road, Cranebrook (2024/348663)	Open	51,035
108 Barry Pty Ltd 12 Raschke Street, Cambridge Park (2024/346497)	Open	14,739
Maryland Development Company Pty Ltd Lot 2-6 Wianamatta Parkway, Jordan Springs (2024/312608)	Open	62,730
Vikas Nagpal and Chyanika Nayar 111-113 Victoria Street, Cambridge Park (2024/312645)	Open	53,389
Daniel Saliba 50-54 Landsdowne Road, Orchard Hills (2024/278145)	Open	51,245

New matters in the Land and Environment Court of NSW

Matter	Status	Costs incurred in reporting period (\$)
Armin Karnauchow 59 Farmview Drive, Cranebrook (2025/217395)	Open	0
Willow Hope Investments Group Pty Ltd as trustee for Willow Hope Land Tax Unit Trust 32 Hargrave Street and 5 Derby Street, Kingswood (2025/214181)	Open	0
ESR Developments (Australia) Pty Ltd 285 Aldington Road, Kemps Creek (2025/150269)	Open	0
ESR Developments (Australia) Pty Ltd 290-308 Aldington Road and 59-72 Abbots Road, Kemps Creek (2025/150258)	Open	0
Adel Eid 105-107 The Northern Road, Londonderry (2025/96921)	Open	0
Richard Galayini 33 Glencoe Avenue, Werrington (2025/96766)	Open	0
Han Ying Tan Fong 57 Hobart Street, St Marys (2025/80720)	Open	589
Lilnance Group Pty Ltd and Lilnance Investments Pty Ltd 1-3 Phoenix Crescent, Erskine Park (2025/36709)	Open	0
Buildstrong NSW Pty Ltd 79 Parker Street and 120-122 High Street, Penrith (2025/75011)	Open	2,370
Joe Abboud and Charbel Abboud 94 Melville Road, St Clair 2025/242262	Open	0
Tricon Property Pty Ltd 9-25 Queen Street, St Marys 2025/230761	Open	0
Sienna Waters Pty Ltd 439 Fairlight Road, Mulgoa 2025/234118	Open	0

New matters in the Federal Court of NSW

Matter	Status	Costs incurred in reporting period (\$)
Raymond King – Class Action	Open	71,239

Matters in the Supreme Court

Matter	Status	Costs incurred in reporting period (\$)
Pheonix Chase Pakeho (2021/290956)	Ongoing	0
Marcus Cornish (2023/293388)	Closed	44,261
Beverly Warn and Chloe Warn (2024/132659)	Ongoing	12,981

Matters in the District Court

Matter	Status	Costs incurred in reporting period (\$)
Arise Aromatics Pty Ltd 2024/440928	Open	10,779
Kora Edmunds 2025/99283	Open	7,839
Tara King and Amami Azar 2025/31099	Open	0
George Azar 2025/31099	Open	0
Benjamin Akkary and Elijah Akkary 2025/30735	Open	0
Rhonda Zammit 2024/277112	Open	16,190

Matters in the Local Court of NSW

Matter	Status	Costs incurred in reporting period (\$)
The Owners – Strata Plan 87058	Closed	0
Stephen Saltau	Closed	0
Liam McCarthy	Closed	0
Naeema Ahmad	Closed	0
Stacey Michelle Gosper	Closed	0
Jennifer Maranny Seng	Closed	0
Simon Peach	Closed	13,000
Thomas Fleeton	Closed	0
Sohail Ahmad	Closed	9,491
Sienna Waters Pty Ltd	Closed	0
Hanna Robinson	Closed	0
Joel En Hui Goh	Closed	0
Probir Saha	Closed	0
Jason Coleman	Closed	0
Armin Karnauchow	Closed	0
Fobupu Pty Ltd	Closed	0
Jeffrey Kimmings	Closed	0
Sabrina Cook	Closed	0
Hills Trees and Garden	Closed	0
Dheeraj Sedha	Closed	0
Anonari PT10 Pty Ltd	Closed	0
Twin Creeks Holdings (Australia) Ltd	Closed	0
Cameron Parkin	Closed	0
Ajami Family Pty Ltd	Closed	0
SA Roofing Australia	Closed	0
Twin Creeks Holdings (Australia) Ltd	Closed	0
Vincenzo Monteleone	Closed	0
Ozfreight Pty Ltd	Closed	0
Ross Cardwell	Closed	0
Glenn Gardiner	Closed	8,388
Devivo Pty Ltd	Open	0
Geetha Rajagopalan	Open	0
JQ Partners Group Pty Ltd t/as Roll'd Vietnamese	Open	0
Master Trust Services Pty Ltd x 2	Open	0
Boutique Builders Pty Ltd x 3	Open	0
Hyun Shin	Open	0
Cameron Parkin	Open	0
90 Parking Matters	Closed	0
91 Statement of Claims for overdue rates	Open	0

Matters in the NSW Civil and Administrative Tribunal

Matter	Status	Costs incurred in reporting period (\$)
Geetha Rajagopalan 2024/467318 2025/162981 2025/226145	Closed Open Open	0
Amanda Elizabeth Curtis (2025167139)	Open	0

Matters in the Personal Injury Commission

Matter	Status	Costs incurred in reporting period (\$)
Faiq Khan W29471/24	Closed	0
Debi Murphy W3080/25	Closed	0
Paul Collins W6715/25	Open	0
Mitchell Rzepecki W27447/24	Closed	0

Matters in the NSW State Coroner's Court

Matter	Status	Costs incurred in reporting period (\$)
Inquest into the Death of Colin Neil Amatto (2019/68724)	Closed	7,650
Inquest into the Death of Andy Leonello (2022/150684)	Open	0

Costs quoted are the costs incurred on those matters within 2024-25 only.

A summary of Council's legal expenses and monies recovered are provided in the table below.

Expenses/recovered monies	Value (\$)
External Legal Expenses	2,267,666
Internal Legal Expenses	733,281
Costs Orders in favour of Council	505,658
Recovered Fines	92,060

Our overseas travel

There was no overseas travel for councillors and Council staff during 2024-25.

Access to our information

Government Information (Public Access) Act 2009 (GIPA) report

We reported the following Information in accordance with the *Government Information (Public Access) Act 2009* (GIPA).

Clause 8A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.

Reviews carried out by the agency	Information made publicly available by the agency
Yes	Yes

Clause 8B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications).

Reviews carried out by the agency
81

Clause 8C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure).

Number of applications refused	Wholly	Partly	Total
	-	6	6
Total (%)	-	100%	100%

Schedule 2: Statistical information about access applications to be included in annual report.

Table A: Number of applications by type of applicant and outcome

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny whether information is held	Application Withdrawn	Total	% of Total
Media	-	-	-	-	-	-	-	-	-	-
Members of Parliament	-	-	-	-	-	-	-	-	-	-
Private sector business	3	3	-	1	-	-	-	-	7	9.21%
Not-for-profit organisations or community groups	-	-	-	-	-	-	-	-	-	-
Members of the public (by legal representative)	6	6	-	4	-	-	-	-	16	21.05%
Members of the public (other)	11	36	3	1	-	1	-	1	53	69.74%
Total	20	45	3	6	-	1	-	1	76	
% of Total	26.32%	59.21%	3.95%	7.89%	-	1.32%	-	1.32%		

Note: More than one decision can be made in respect of a particular access application.

If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny whether information is held	Application Withdrawn	Total	% of Total
Personal Information applications*	1	-	-	-	-	-	-	1	2	2.63%
Access Applications (other than Personal Information applications)	19	45	3	6	-	1	-	-	74	97.37%
Access Applications that are partly personal information applications and partly other	-	-	-	-	-	-	-	-	-	-
Total	20	45	3	6	-	1	-	1	76	
% of Total	26.32%	59.21%	3.95%	7.89%	-	1.32%	-	1.32%		

Note: *A personal information application is an access application for personal information

(as defined in clause 4 of Schedule 4 to the GIPA Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	No. of applications	% of total
Application does not comply with formal requirements (section 41 of the Act)	3	100%
Application is for excluded information of the agency (section 43 of the Act)	-	-
Application contravenes restraint order (section 110 of the Act)	-	-
Total number of invalid applications received	3	100%
Invalid applications that subsequently became valid applications	3	100%

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to the GIPA Act

	No. of times consideration used*	% of total
Overriding secrecy laws	-	-
Cabinet information	-	-
Executive Council information	-	-
Contempt	-	-
Legal professional privilege	6	100%
Excluded information	-	-
Documents affecting law enforcement and public safety	-	-
Transport safety	-	-
Adoption	-	-
Care and protection of children	-	-
Ministerial code of conduct	-	-
Aboriginal and environmental heritage	-	-
Privilege generally - Sch 1(5A)	-	-
Information provided to High-Risk Offenders Assessment Committee	-	-
Total	6	100%

Note: *More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the GIPA Act

	No. of times consideration used*	% of total
Responsible and effective Government	2	4.44%
Law enforcement and security	-	-
Individual rights, judicial processes and natural justice	41	91.11%
Business interests of agencies and other persons	1	2.22%
Environment, culture, economy and general matters	1	2.22%
Secrecy provisions	-	-
Exempt documents under interstate Freedom of Information legislation	-	-
Total	45	

Table F: Timeliness

	No. of times consideration used*	% of total
Decided within the statutory timeframe (20 days plus extensions)	74	100%
Decided after 35 days (by agreement with applicant)	-	-
Not decided within time (deemed refusal)	-	-
Total	74	

Table G: Number of applications reviewed under Part 5 of the GIPA Act (by type of review and outcome)

	Decision Varied	Decision Upheld	Total	% of total
Internal review	-	2	2	100%
Review by Information Commissioner*	-	-	-	-
Internal review following recommendation under section 93 of the GIPA Act	-	-	-	-
Review of NCAT	-	-	-	-
Total	-	2	2	
% of total	-	100%		

Note: *The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the GIPA Act, by type of applicant

	No. of times consideration used*	% of total
Applicants by access applicants	5	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the GIPA Act)	-	-
Total	5	

Table I: GIPA applications transferred to other agencies

	No. of times consideration used*	% of total
Agency-initiated Transfers	-	-
Applicant-initiated Transfers	-	-
Total	-	

Our Public interest disclosures

The new Public Interest Disclosure (PID) legislation came into effect in NSW on 1 October 2023 introducing significant reforms to the way PIDs are made, received and managed, ensuring protections for individuals making disclosures. As required under section 42 of the *Public Interest Disclosures Act 2022 (NSW) (PID Act)*, Council formally adopted its Public Interest Disclosure Policy at the Ordinary Meeting held on 25 September 2023 and is published on Council's website and intranet.

In accordance with section 78 of the PID Act and as required under the PID policy, Council provided its annual return to the NSW Ombudsman in relation to public interest disclosures received for the period of 12 months ending on 30 June.

The report contained information about how Council ensures staff are aware of the PID Act, Council's compliance with training requirements, measures undertaken to promote a 'speak up' culture among staff, and number of PIDs received and finalised during the reporting period.

During the reporting period, Council received 2 PIDs.

Our Privacy Management Plan

Penrith City Council respects the privacy of our residents, ratepayers, employees and the people who use its services, and has adopted a Privacy Management Plan (PMP) which can be located on Council's website.

The purpose of the PMP is to ensure compliance with the Privacy and *Personal Information Protection Act 1998 (PPIPA)*, the *Government Information (Public Access) Act 2009 (GIPA Act)* and the *Health Privacy Principles under the Health Records and Information Privacy Act 2002 (HRIPIA)*.

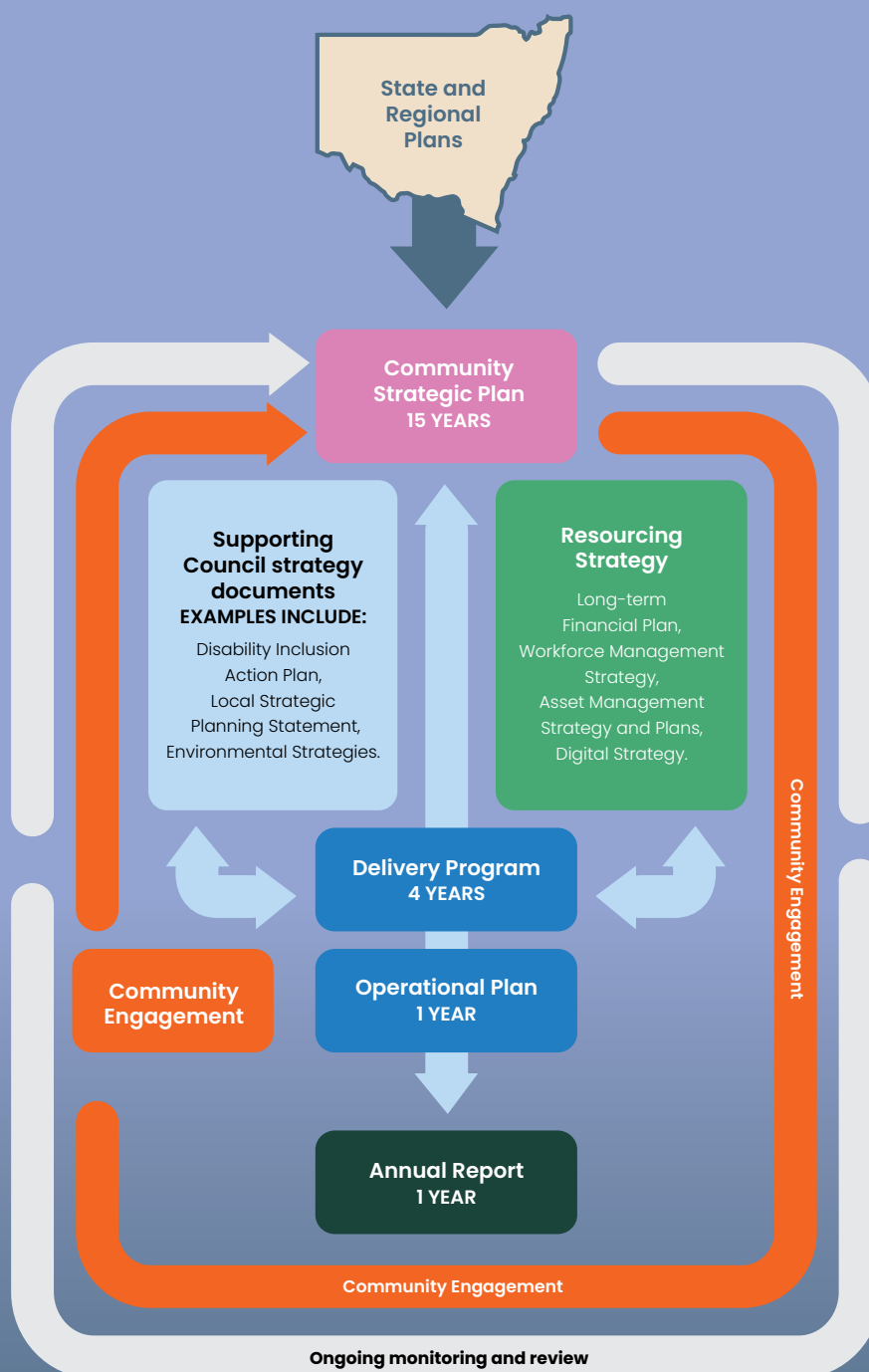
The PMP ensures the correct privacy practices are in place to protect the privacy of individuals through the appropriate management and protection of personal and health information held by Council.

Council's Privacy Management Plan is reviewed annually.

Our Integrated Planning and Reporting (IP&R) Framework

The Integrated Planning and Reporting (IP&R) Framework came into practice in 2009.

It begins with the community's, not Council's, aspirations for a period of at least 10 years. It includes a suite of integrated plans that set out a vision and goals, as well as strategic actions to achieve them. It involves a reporting structure to communicate progress to Council and the Penrith community and has a structured timeline for review to ensure the goals and actions remain relevant.



This Annual Report focusses on progress against our 2022–26 Delivery Program and 2024–25 Operational Plan. It includes reporting on community outcomes, principal activities, 2024–25 Operational Plan actions and key performance indicators.

This will be the last Annual Report to report on progress against our 2022–26 Delivery Program. Our new 2025–29 Delivery Program was adopted by Council on 30 June 2025 and commences on 1 July 2025.

Our prioritisation and evaluation process

How delivery program activities are prioritised



Our project management methodologies

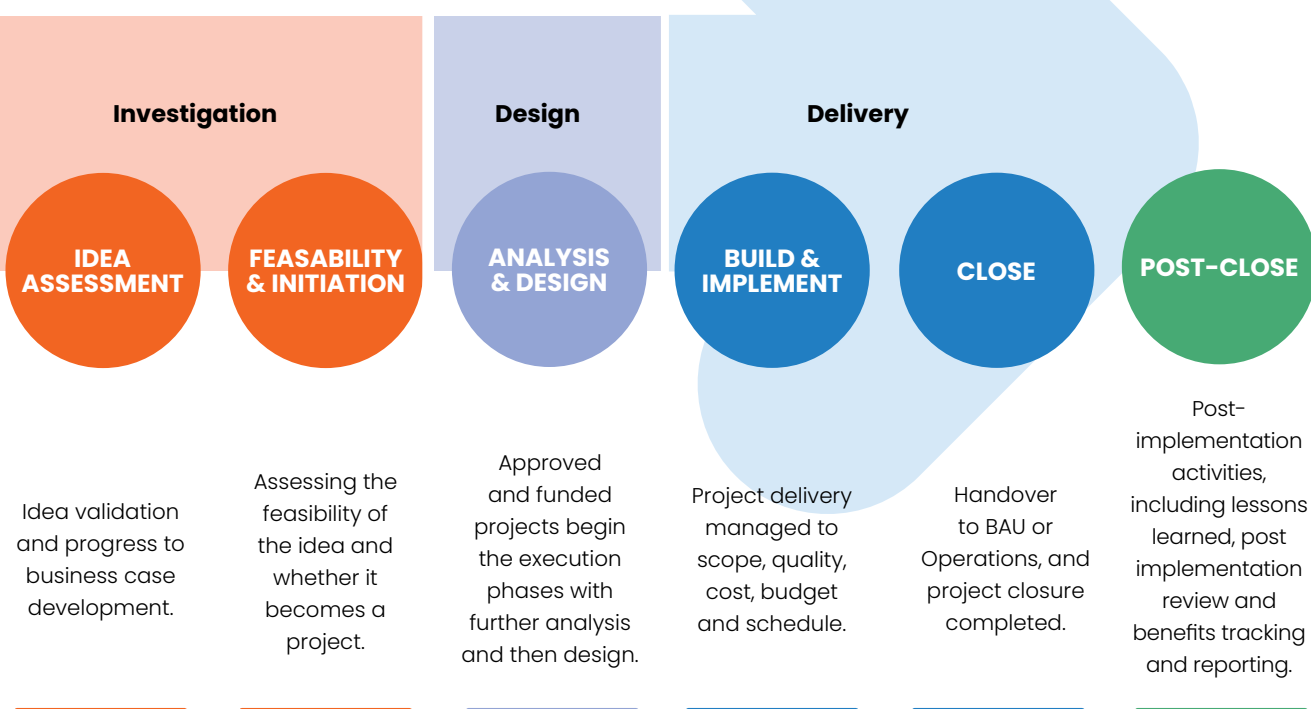
Penrith City Council governs major projects through its Project Management Framework which applies a stage lifecycle and a tiered governance model spanning the Executive Leadership Team Project Governance Group (ELTPGG), Directorate Portfolio Groups (DPG), Project Control Groups (PCG) and project teams.

The ELTPGG oversees the Tier 1 project decisions and escalations, approving change requests. Councillor level oversight is provided by the Major Projects Working Party, which ensures regular reporting and discussion of the major projects pipeline. Independent assurance over governance, risk, financial management and legislative compliance is provided by the Audit, Risk and Improvement Committee.

Project management lifecycle

- ✓ Developed using experience from other organisations
- ✓ Designed to simplify terminology
- ✓ Make project management language consistent across the business

Our project management lifecycle



Appendix 2

Our financial report

Our financial statements

Our Income Statement for the year ended 30 June 2025

Original unaudited budget 2025	\$ '000	Actual 2025	Restated Actual 2024
Income from continuing operations			
211,408	Rates and annual charges	212,763	198,395
54,324	User charges and fees	50,566	47,784
4,006	Other revenues	5,852	6,047
19,036	Grants and contributions provided for operating purposes	26,250	31,244
44,725	Grants and contributions provided for capital purposes	62,032	92,062
10,255	Interest and investment income	15,322	10,644
4,317	Other income	13,775	4,933
1,247	Net gain from the disposal of assets	3,966	20,834
349,318	Total income from continuing operations	390,526	411,943
Income from continuing operations			
158,541	Employee benefits and on-costs	148,610	137,787
106,158	Materials and services	101,751	98,180
1,105	Borrowing costs	1,077	1,096
13,876	Other expenses	16,645	15,167
279,680	Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets	268,083	252,230
69,638	Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets	122,443	159,713
63,451	Depreciation, amortisation and impairment of non-financial assets	71,376	64,277
6,187	Operating result from continuing operations	51,067	95,436
Discontinued operations			
–	Operating result from discontinued operations	–	(361)
6,187	Net operating result for the year attributable to Council	51,067	95,075
(38,538)	NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES	(10,695)	3,013

The above Statement should be read in conjunction with the accompanying notes in Council's 2024-25 Financial Statements available on our website.

Our Statement of Comprehensive Income for the year ended 30 June 2025

\$ '000	Actual 2025	Restated Actual 2024
Net operating result for the year – from Income Statement	51,067	95,075
Other comprehensive income:		
Amounts which will not be reclassified subsequent to operating result		
Gain (loss) on revaluation of infrastructure, property, plant and equipment	626,846	162,997
Total items which will not be reclassified subsequent to operating result	626,846	162,997
Total other comprehensive income for the year	626,846	162,997
TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO COUNCIL	677,913	258,072

The above Statement should be read in conjunction with the accompanying notes in Council's 2024-25 Financial Statements available on our website.



Our Statement of Financial Position for the year ended 30 June 2025

\$ '000	Actual 2025	Restated Actual 2024	Restated Actual 2023
Assets			
Current assets			
Cash and cash equivalents	24,431	88,665	16,655
Investments	230,823	169,574	164,434
Receivables	24,220	23,253	17,513
Inventories	751	781	751
Contract assets and contract cost assets	4,467	11,123	15,038
Other	5,735	4,632	4,379
Total current assets	290,427	298,028	218,770
Non current assets			
Investments	79,336	25,693	48,529
Receivables	4,187	4,249	3,309
Infrastructure, property, plant and equipment (IPPE)	4,637,510	4,004,761	3,784,902
Investment property	50,165	45,648	97,939
Intangible assets	298	360	423
Right of use assets	–	–	22
Total non-current assets	4,771,496	4,080,711	3,935,124
Total assets	5,061,923	4,378,739	4,153,894
Liabilities			
Current liabilities			
Payables	46,674	52,809	49,205
Contract liabilities	35,762	18,446	21,405
Lease liabilities	–	–	16
Borrowings	3,990	5,017	5,653
Employee benefit provisions	39,577	39,300	36,884
Provisions	450	189	503
Total current liabilities	126,453	115,761	113,666
Non-current liabilities			
Contract liabilities	21,902	23,300	23,300
Lease liabilities	–	–	6
Borrowings	25,791	29,784	64,802
Employee benefit provisions	930	960	1,259
Total non-current liabilities	48,623	54,044	89,367
Total liabilities	175,076	169,805	203,033
NET ASSETS	4,886,847	4,208,934	3,950,861

Our Statement of Financial Position for the year ended 30 June 2025

\$ '000	Actual 2025	Restated Actual 2024	Restated Actual 2023
EQUITY			
Accumulated surplus	1,700,992	1,649,925	1,554,849
IPPE revaluation surplus	3,185,855	2,559,009	2,396,012
Council equity interest	4,886,847	4,208,934	3,950,861
TOTAL EQUITY	4,886,847	4,208,934	3,950,861

The above Statement should be read in conjunction with the accompanying notes in Council's 2024-25 Financial Statements available on our website.



Our Statement of Cash Flows for the year ended 30 June 2025

Original unaudited budget 2025	\$ '000	Actual 2025	Restated Actual 2024
Cash flows from operating activities			
Receipts:			
211,408	Rates and annual charges	212,806	198,764
54,324	User charges and fees	52,208	53,562
10,255	Interest received	12,314	10,357
63,761	Grants and contributions	91,381	99,043
7,000	Bonds, deposits and retentions received	6,897	4,991
24,323	Other	24,725	27,904
Payments:			
(158,541)	Payments to employees	(149,778)	(135,771)
(106,631)	Payments for materials and services	(103,068)	(106,511)
(1,105)	Borrowing costs	(1,077)	(1,096)
(5,000)	Bonds, deposits and retentions refunded	(4,665)	(3,360)
(35,876)	Other	(38,994)	(26,809)
63,918	Net cash flows from operating activities	102,749	121,074
Cash flows from investing activities			
Receipts:			
8,000	Sale of investment	8,750	126
120,000	Redemption of term deposits	123,000	167,700
–	Sale of investment property	–	77,200
5,500	Proceeds from sale of IPPE	6,389	2,082
–	Deferred debtors receipts	32	97
Payments:			
(10,000)	Purchase of investment	(10,401)	(2,399)
(230,000)	Acquisition of term deposits	(234,033)	(147,034)
–	Purchase of investment property	–	(2,515)
(61,361)	Payments for IPPE	(55,700)	(107,114)
–	Deferred debtors and advances made	–	(1,547)
(167,861)	Net cash flows from investing activities	(161,963)	(13,404)

Our Statement of Cash Flows for the year ended 30 June 2025

Original unaudited budget 2025	\$ '000	Actual 2025	Restated Actual 2024
	Cash flows from financing activities		
	Payments:		
(5,015)	Repayment of borrowings	(5,020)	(35,654)
–	Principal component of lease payments	–	(6)
(5,015)	Net cash flows from financing activities	(5,020)	(35,660)
(108,958)	Net change in cash and cash equivalents	(64,234)	72,010
88,665	Cash and cash equivalents at beginning of year	88,665	16,655
(20,293)	Cash and cash equivalents at end of year	24,431	88,665
310,159	plus: Investments on hand at end of year	310,159	195,267
289,866	Total cash, cash equivalents and investments	334,590	283,932

The above Statement should be read in conjunction with the accompanying notes in Council's 2024-25 Financial Statements available on our website.



Our Statement of Changes in Equity for the year ended 30 June 2025

	2025			2025		
\$ '000	Accumulated Surplus	IPPE Revaluation Surplus	Total Equity	Accumulated Surplus Restated	IPPE Revaluation Surplus Restated	Total Equity Restated
Opening balance at 1 July	1,649,925	2,559,009	4,208,934	1,401,825	2,396,012	3,797,837
Correction of prior period errors	-	-	-	153,025	-	153,025
Net operating result for the year	51,067	-	51,067	95,075	-	95,075
Other comprehensive income						
Gain (loss) on revaluation of infrastructure, property, plant and equipment	-	626,846	626,846	-	162,997	162,997
Other comprehensive income	-	626,846	626,846	-	162,997	162,997
Total comprehensive income	51,067	626,846	677,913	95,075	162,997	258,072
Closing balance at 30 June	1,700,992	3,185,855	4,888,847	1,649,925	2,559,009	4,208,934

The above Statement should be read in conjunction with the accompanying notes in Council's 2024-25 Financial Statements available on our website.

Our Special Rate Variation

On 1 July 2016 the 'Planning our Future' Special Rate Variation (SRV) commenced. The 2016–17 SRV was phased in from 2016–17 to 2019–20 and includes renewal of the Asset Renewal and Established Areas Strategy (AREAS) SRV, which funded part of our road asset renewal and building asset renewal programs from 2006–16, as well as essential funding for public domain maintenance and investment in public spaces and social programs in established suburbs.

As part of the determination by the Independent Pricing and Regulatory Tribunal (IPART), we are required to report on the SRV fund expenditure until 2025–26. Although the 'Planning our Future' SRV expired in 2019–20, and Council reverted to the IPART approved rate peg in 2020–21, the prior SRV increases remained in the rates base funding projects and initiatives previously funded under the SRV. This provides extra capacity in our road asset renewal, building asset renewal, public domain maintenance, neighbourhood renewal and urban design programs.

Please refer to Appendix 4 for details on the specific projects that SRV funds were used for under the Building Asset Renewal, Road Resurfacing and Road Reconstruction programs.

Our Stormwater Management Service Charge

The Stormwater Management Service Charge (SMSC) was introduced in 2012–13 as a dedicated funding mechanism for stormwater management services. The charge applies to urban residential and business properties, with eligible pensioners receiving a full discount.

The SMSC enables Council to deliver a broad range of stormwater management initiatives that protect the health of our waterways and meet community expectations.

In 2024–25, the SMSC generated \$2,369,036 in income, with an opening balance of \$2,928,956. A total of almost \$2.48 million was invested in environmental, floodplain management, and drainage programs.

Key projects

Audit of industrial, commercial and agricultural activities

This program responds to complaints about premises in these sectors.

Allocated:	\$161,341
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Spent:	\$171,027
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Maintenance of gross pollutant traps (gpts)

All GPTs were serviced under a scheduled maintenance program, resulting in the removal of 515 tonnes of waste from the stormwater drainage system.

Allocated:	\$351,313
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Spent:	\$316,469
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Penrith CBD drainage upgrade program

Repayment of \$5.7m loan for works connected to the upgrade of Penrith CBD drainage infrastructure to mitigate the risk of another flooding event.

Allocated:	\$305,872
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Spent:	\$305,873
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Floodplain management resourcing

This resourcing supported our on-going floodplain management program.

Allocated:	\$328,041
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Spent:	\$329,983
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Flood studies and floodplain management studies and plans:

These projects typically span multiple years given their nature and complexity.

Allocated:	\$1,217,344
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Spent:	\$504,168
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The following is a summary of the flood studies and floodplain risk management plans undertaken with the allocated funds.

Claremont Creek Catchment Overland Pit & Pipe Survey

Council undertook the collection and survey of pits and pipes drainage data across the study area, which includes parts of Claremont Meadows, Orchard Hills, Caddens and Kingswood.

This survey enhances the accuracy of flood model development by providing detailed stormwater drainage information, ultimately improving the reliability of modelling results for these suburbs. The survey phase is complete and the data is being applied to flood modelling currently underway.

Hawkesbury Nepean River Flood Study, 2024 mailout

In June 2024, the NSW Reconstruction Authority (NSW RA) released the Hawkesbury–Nepean River Flood Study, May 2024, providing the most up-to-date and robust regional flood information for the Hawkesbury–Nepean River. The study area extends from Bents Basin Road near Wallacia to Brooklyn and is now the recommended reference for all future flood planning.

At its Ordinary Meeting on 9 December 2024, Council resolved to adopt the NSW RA Hawkesbury–Nepean River Flood Study for all future flood planning purposes, including development assessment.

To inform the community, Council mailed letters and an accompanying NSW RA fact sheet to approximately 22,000 property owners within the Probable Maximum Flood extent. This mailout was completed in partnership with the NSW RA and jointly funded by both organisations.

Rickabys Creek Catchment Flood Study

The study area covers approximately 7,400 hectares (74 km²), including the suburbs of Agnes Banks, Londonderry, Berkshire Park, Llandilo, Cranebrook and Castlereagh. The study area is bounded by Castlereagh Road to the west, Northern Road to the east, and The Driftway to the north.

The study provides essential flood information to support future planning and floodplain management. Council endorsed its release for exhibition in July–August 2025.

This project is a collaborative initiative, jointly funded by Council and the NSW Government on a \$1 Council to \$2 state grant ratio. Under the grant funding agreement, the study is required to be complete by December 2025 and is progressing on schedule.

Jamison Road and Stafford Street Retarding Basins, Kingswood

The College, Orth and Werrington Creeks Floodplain Risk Management Study and Plan (2022) recommends a combined mitigation option (FM19) involving three retarding basin modification measures: Chapman Gardens Basin augmentation (FM1), Stafford Street Basins (FM4) and Jamison Road Basin augmentation (FM5). Together, these measures aim to provide greater attenuation of flows during significant floods within the catchment.

The project has progressed to the concept design phase. During investigations, asbestos-contaminated soils were identified on site. A detailed site investigation is nearing completion to quantify the extent of contamination, and the findings will inform the feasibility and design of the proposed basins.

This project is jointly funded by Council and the NSW Government on a \$1 Council to \$2 state grant ratio. Completion is scheduled for June 2026.

Cambridge Park Pit and Pipe Study

The study covers parts of Cambridge Park, Cambridge Gardens, Werrington Downs, Jordan Springs and Llandilo. The study involves the collection and survey of pits and pipes drainage data to enhance flood model development and improve the accuracy of modelling results across the catchment.

A surveying consultant was initially appointed to undertake this work but was unable to complete the survey. The remaining survey tasks will be carried out by a new consultant in 2025–26, ensuring the study can progress as planned.

Upper Byrnes Creek catchment overland flow flood study

The Upper Byrnes Creek catchment spans approximately 1,200 hectares and includes parts of Colyton, St Clair and Erskine Park. The study aims to improve understanding of local flood behaviour and impacts, providing essential information to guide future flood risk management in the area.

A consultant has been appointed to undertake the study, which is progressing well. Stage 1 community consultation, flood model development, and design flood modelling is complete. A progress report has been submitted for review by the Technical Working Group, with a presentation scheduled for the Floodplain Risk Management Committee in September 2025.

The project is jointly funded by Council and the NSW Government on a \$1 Council to \$2 state grant ratio. Under the grant funding agreement, the study is required to be complete by October 2025 and is on track.

Blackwell Creek catchment flood study

The Blackwell Creek catchment spans approximately 1,200 hectares, covering parts of St Clair, Erskine Park and Kemps Creek. The study seeks to improve understanding of local flood behaviour and impacts, providing critical information to guide future flood risk management.

A consultant has been appointed to undertake the study, which is progressing well. Stage 1 community consultation, flood model development, and design flood modelling is complete. A progress report has been submitted for review by the Technical Working Group, with a presentation scheduled for the Floodplain Risk Management Committee in September 2025.

The study is jointly funded by Council and the NSW Government on a \$1 Council to \$2 state grant ratio. Under the grant funding agreement, the study must be completed by December 2025 and is currently on schedule.

Peach Tree and Lower Surveyors Creeks Catchment Floodplain Risk Management Study and Plan

The study area spans approximately 1,250 hectares (12.5 km²), covering parts of Penrith, South Penrith and Jamisontown, and drains into the Nepean River. The area is bounded by the Nepean River to the west, the M4 Motorway to the south, and The Northern Road to the east.

The purpose of the project was to undertake a floodplain risk management study and develop a floodplain risk management plan for the catchment. The study improves understanding of local flood behaviour and impacts and provides a framework to guide the management and mitigation of flood risk.

The study has now been completed and formally adopted by Council at its Ordinary Meeting on 30 June 2025. The project was jointly funded by Council and the NSW Government on a \$1 Council to \$2 state grant ratio.

Emu Plains Floodplain Risk Management Study and Plan

The study area covers approximately 13 km², encompassing the suburbs of Leonay, Emu Plains and Emu Heights. The study provides a comprehensive assessment of existing and future flood risks, investigates potential management measures, and recommends feasible solutions to reduce flood impacts.

The project has now progressed to its final stage, with Stage 1 community consultation completed, the flood study updated in line with the Hawkesbury-Nepean Flood Study 2024, and an analysis of mitigation options undertaken. A consultant's progress report has been submitted for review by the Technical Working Group, with a presentation scheduled for the Floodplain Risk Management Committee in September 2025.

The study is jointly funded by Council and the NSW Government on a \$1 Council to \$2 state grant ratio. Under the grant funding agreement, the project must be complete by November 2025 and is on schedule.

Claremont Creek Catchment Overland Flow Flood Study

The study area covers approximately 5,300 hectares (53 km²) including parts of Claremont Meadows, Luddenham, Orchard Hills, Caddens, and Kingswood. Claremont Creek is the main channel, and is bounded by the M4 to the north, South Creek to the east, The Northern Road to the west and the Warragamba Pipeline to the south.

The study provides essential flood information to support future planning and flood risk management. A consultant has been appointed to undertake the project, which is progressing well. Stage 1 community consultation and detailed surveys of hydraulic structures, including pits and pipes, have been completed, and the development, validation, and calibration of flood models are now in their final stage.

The project is jointly funded by Council and the NSW Government on a \$1 Council to \$2 state grant ratio. Under the grant funding agreement, the study is required to be complete by September 2026.

Doonmore Street, Penrith Retarding Basin – Investigation and Detailed Design

The Penrith CBD Floodplain Risk Management Study and Plan identifies the Doonmore Street Retarding Basin as a high-priority mitigation measure to reduce flooding of downstream properties. The proposed project involves designing and constructing a retarding basin within Spence Park.

Stage 1 of the project involved a detailed investigation and the preparation of design plans for the proposed works, and this stage has now been completed. Stage 2, which will involve the construction of the retarding basin, will be undertaken when funding becomes available.

The project is jointly funded by Council and the NSW Government on a \$1 Council to \$2 state grant ratio.

St Mary Flood Protection Levee Upgrade

The South Creek Floodplain Risk Management Plan (2020) identified upgrades to the St Marys Levee and flap gate installation as a high-priority flood mitigation measure. The existing levee was originally designed to provide 1% AEP flood immunity with a 0.5-metre freeboard allowance. The proposed project includes the design and construction of the levee upgrade and the installation of a flap gate at the Byrnes Creek culvert.

Stage 1 of the project, involving a detailed investigation and preparation of design plans, is now complete. Stage 2, which involves construction of the levee upgrade and flap gate, will proceed when funding becomes available.

The project is jointly funded by Council and the NSW Government on a \$1 Council to \$2 state grant ratio.

Oxley Park levee – Investigation and Detailed Design

The South Creek Floodplain Risk Management Study and Plan (2020) identifies the Oxley Park Flood Protection Levee as a high-priority flood mitigation measure. Properties along Melbourne Street and Hobart Street are impacted by flooding from Ropes Creek, with twenty properties currently affected during a 1% AEP flood event. The proposed levee aims to reduce flood risk and potential damage to these properties.

A concept design for the levee has been developed and received stakeholder support. The project is now progressing through detailed design, with consultations underway with utility and railway authorities to ensure the design is acceptable to all parties.

The project is jointly funded by Council and the NSW Government on a \$1 Council to \$2 state grant ratio and is required to be complete by December 2025 under the grant funding agreement.

Chapman Gardens Basin Augmentation – Investigation and Detailed Design

The College, Orth and Werrington Creeks Floodplain Risk Management Study and Plan (2022) identifies the Chapman Gardens, Kingswood basin augmentation as a high-priority flood mitigation measure. This measure, together with two additional upstream retarding basins, is designed to provide emergency response benefits for the Great Western Highway and Victoria Street and reduce flood levels for several properties located between these roads.

The project is being delivered in stages:

- Stage 1: Detailed investigation and design
- Stage 2: Construction of the retarding basin

Stage 1 is progressing well, with the consultant having developed concept designs supported by stakeholders and completed 40% of the detailed design.

The project is jointly funded by Council and the NSW Government on a \$1 Council to \$2 state grant ratio. Under the grant funding agreement, the project is required to be complete by April 2026.

Byrnes Creek Flood Mitigation Works – Investigation and Detailed Design

The St Marys (Byrnes Creek) Catchment Floodplain Risk Management Study and Plan (2020) recommended a series of flood mitigation measures, including:

- Drainage Upgrade: Construction of new stormwater pipes along Saddington Street.
- Detention Basin: Proposed at Collins Street Reserve to minimise flooding on residential properties on the western side of Collins Street.

The project is being delivered in stages, with Stage 1 involving a detailed investigation and design of the proposed works.

The project is progressing well. The consultant has developed concept designs and presented them to Council. Investigation determined that the construction of a retarding basin at Collins Street is not technically feasible and will not proceed.

The design and detailed investigation of the new stormwater pipes along Saddington Street are progressing well, with 40% of the detailed design completed and currently under Council review.

The project is jointly funded by Council and the NSW Government on a \$1 Council to \$2 state grant ratio and is expected to be complete by November 2025.

Integrated Catchment Management

Allocated:	\$148,557
Spent:	\$144,104

As part of the Integrated Catchment Management Program, Council has continued to advocate for better water management through the review of development applications and referrals, ensuring compliance with Water Sensitive Urban Design (WSUD) and stormwater treatment requirements.

During the year, a Creek Care Guide was developed to provide landholders with information on the importance of waterways flowing through their property. The guide also encourages the wider community to participate in the conservation and protection of local waterways and is available on Council's website.

The program further supports Council's Water Working Group, which promotes integrated water management and helps deliver sustainability initiatives, including urban heat island mitigation.

Stormwater Work Improvement Program

Allocated:	\$385,670
Spent:	\$322,794

Priority bioretention system maintenance

To manage water quality and protect the health of Council's waterways, a range of vegetated stormwater treatment systems—such as bioretention systems—are installed in new release areas. These systems are dedicated to Council for ongoing management.

Following an audit assessing the condition and function of these systems, a panel of Bush Regeneration contractors was engaged to undertake maintenance. Since July 2024, monthly maintenance has been carried out in priority bioretention systems across Glenmore Park, Caddens, Cambridge Gardens, and Cranebrook.

The key aims of this program are to improve the condition, function, and aesthetics of high-priority systems and to establish them to a standard that requires reduced long-term maintenance. During the year:

- Approximately 4,446 hours of maintenance were undertaken by contractors.
- Around 12,070 plants were installed, sourced from Council's Nursery where they had been propagated and grown.

While system conditions have improved, a review of the program concluded that additional corrective maintenance is required at many sites to maintain improvements and support the establishment of newly planted vegetation.

The program is planned to continue into the 2025–26 financial year, focusing on weed control and vegetation establishment. Basins removed from this program will continue to receive routine maintenance.

This ongoing program ensures that stormwater treatment systems function effectively and continue to protect the health of Council's waterways.

Stormwater Management / Improvement Strategy

Council has finalised a Stormwater Management Strategy to guide the delivery of stormwater improvement projects funded through the Stormwater Management Service Charge. The strategy includes a prioritised list of stormwater improvement projects and programs to implement in coming years and aims to support a coordinated program to improve the management of Council's waterways. The strategy and associated deliverables are expected to be shortly finalised.

As part of the project, multiple options were assessed to improve stormwater quality. The plan considered:

- Opportunities for new infrastructure and upgrades to existing stormwater treatment systems.
- Sites presenting maintenance challenges.
- Implementation of water-sensitive infrastructure to maximise multiple benefits.

The outcome of the project includes a prioritised project list, supported by conceptual plans, sketches, and estimated costs, providing a framework for future detailed design and implementation of stormwater improvement works.

During the year, Council also received funding through the Australian Government's Urban Rivers Program to commence the design and implementation of a stormwater and biodiversity improvement project along Jerry's Creek in Wallacia. This project forms part of the strategy and is planned for completion by 2028.

Waterways Health Monitoring Program

Allocated:	\$70,000
Spent:	\$23,385

The Water Health Monitoring Program continued in 2024–25, with macro-invertebrate sampling conducted twice yearly in autumn and spring. Seasonal monitoring helps identify changes in water quality and the ecological condition of local waterways, providing a general indicator of water health.

This year, the number of sample sites increased from 12 to 15, offering additional insight into waterway conditions. The results of the program support the planning and development of stormwater improvement projects across the City and highlight the importance of measures that improve stormwater treatment and the condition of riparian corridors.

The Recreational Water Quality Monitoring Program for the Nepean River was carried out over the 2024–25 summer season (October–March) at 5 sites: Devlin Road, Nepean Rowing, Tench Reserve, Regatta Reserve, and Wallacia. Weekly sampling across all sites resulted in data collection over 26 weeks, providing a comprehensive view of water conditions throughout the season.

Microbial water quality was assessed using Enterococci counts, categorised into four levels: A, B, C, and D. Most samples fell into Category A, followed by Category B, with

only a few in Category C and none in Category D. This indicates that the river generally maintained low levels of microbial contamination, with temporary increases often following rainfall.

Monitoring trends were generally stable, with minimal variation. Nepean Rowing and Regatta Reserve showed occasional Category C readings after rain, suggesting influences from runoff or environmental factors. Wallacia presented a mix of Category A and B results, with some observed turbidity in the field. Overall, the program demonstrated consistent water quality across most sites, with minor fluctuations linked to weather and flow conditions.

Council's website has been updated to provide recreational water quality information for the community, including results from the five Nepean River sites. The webpage will be further promoted via Council's social media channels prior to the warmer months, when river use for recreation typically increases.

Water Sensitive Urban Design Capacity Building

Allocated:	\$10,000
Spent:	\$9,617

As part of the program, interpretative signage has been developed and installed at 8 reserves and waterways across the City. The signs aim to raise awareness of local wildlife and promote conservation efforts within Council's natural areas.

Each sign includes a QR code that enables residents, visitors, and nature enthusiasts to participate. Users can take photos of animals they spot, record their locations, and access further information via links to Council's webpage, fostering engagement with the local environment and supporting community-led wildlife monitoring.

St Marys Master Plan Integrated Water Management Plan

Allocated:	\$71,540
Spent:	\$71,540

The Integrated Water Management Plan for St Marys Town Centre was finalised in late 2024. This plan highlights the necessary upgrades, renewals, and improvements for urban stormwater infrastructure to accommodate both ultimate and annual urban growth.

CCTV Investigation Drainage Assets

Allocated:	\$122,889
Spent:	:\$95,519

During 2024–25, a total of 655 pipelines with a combined length of 13.7 km were inspected. The inspections identified 140 pipes in Grade 5 (very poor) condition.

As a result of the inspections, 123 internal patch repairs were completed across 56 pipelines. The remaining pipes in very poor condition can now be assessed for further rehabilitation options to ensure continued safe and effective operation of the pipeline network.

Our Voluntary Planning Agreements (VPAs)

During 2024-25, we entered into one voluntary planning agreement (VPA) and one deed of novation to a VPA which apply to the following sites or precincts within Penrith:

VPA	Executed
Abbotts and Aldington Road, Kemps Creek	19 December 2024
Deed of novation to a VPA	Executed
61-79 Henry Street, Penrith	9 August 2024



Our development contributions and levies

2024–25 Annual Report Table for Contributions Plans

Contributions Plan	Project ID (as identified in the CP)	Project description	The kind of public amenity or service	Monetary amount expended from development contributions (\$)	Value of land dedication (\$)	Value of material public benefit provided (\$)	Contribution expended to date (\$)	Temporary borrowing (\$)	Project status
Penrith City Local Open Space Development Contributions Plan	L4880	Monfarville Park / Mamre Road playspace	Open space	223			11,472		Under way
Penrith City Local Open Space Development Contributions Plan	Plan Administration	Plan Administration	Plan Administration	4,347			55,567		Under way
Penrith City District Open Space Facilities Development Contributions Plan	Gipps St L6490	Gipps Street Recreation Precinct	Open Space	518,000			14,193,479		Complete
Penrith City District Open Space Facilities Development Contributions Plan	Great River Walk	Great River Walk Nepean Ave Shared Use Pathway	Open Space	1,133,859			1,133,859		Complete
Penrith City District Open Space Facilities Development Contributions Plan	Plan Administration	Plan Administration	Plan Administration	27,462			40,559		Under way
Penrith City District Open Space Facilities Development Contributions Plan	Ripples Leisure centre and hydro pool	Ripples Leisure Centre Splashpad	Open Space	28,250			2,479,352		Complete
Civic Improvement Plan 7.11 Development Contributions Plan	Plan Administration	Plan Administration	Plan Administration	24,875			63,479		Under way
Claremont Meadows Development Contributions Plan	Caddens Road Park and Drainage Reserve	Caddens Road Park and Drainage Reserve Loan	Drainage and Open space	283,177			5,381,504		Under way
Claremont Meadows Development Contributions Plan	Plan Administration	Plan Administration	Plan Administration	1,426			160,889		Under way
Lakes Environs (Waterside Green) – Development Contributions Plan	Plan Administration	Plan Administration	Plan Administration	2,531			30,869		Under way

2024-25 Annual Report Table for Contributions Plans

Contributions Plan	Project ID (as identified in the CP)	Project description	The kind of public amenity or service	Monetary amount expended from development contributions (\$)	Value of land dedication (\$)	Value of material public benefit provided (\$)	Contribution expended to date (\$)	Temporary borrowing (\$)	Project status
Contributions Plan									
Werrington Enterprise Living and Learning (WELL) Precinct S.94 Development Contributions Plan	Land Acquisition Southern Sports field	Land Acquisition Southern Sports field loan	Open Space Land	230,103			2,073,086		Under way
Werrington Enterprise Living and Learning (WELL) Precinct S.94 Development Contributions Plan	Plan Administration	Plan Administration	Plan Administration	43,817			405,208		Under way
Glenmore Park Stage 2	Plan Administration	Plan Administration	Plan Administration	21,441			31,667		Under way
Glenmore Park Stage 2		Sportsfield	Open Space	323,525			2,591,396		Under way
Erskine Park Development Contribution Plan	Plan Administration	Plan Administration	Plan Administration	22,716			356,305		Under way
Penrith Aerotropolis Development Contribution Plan	Land Acquisition	Land Acquisition	Open Space Land	3,443,568			3,443,568		Complete
Werrington Enterprise Living and Learning (WELL) Precinct S.94 Development Contributions Plan	Land Dedication	Land Dedication	Land Dedication		257,000		257,000		Complete
Mamre Rd Precinct Contributions Plan	Plan Administration	Plan Administration	Plan Administration			27,932	27,932		Complete
Total contributions expended	6,394,252								
Total contributions received	14,279,252								

Our contractor report

Contracts awarded in 2024–2025 with expenditure greater than \$150,000

Supplier	Amount (\$)	Description of goods/services
GULANGA GROUP PTY LTD	702,977.00	Human Resources and Payroll Systems Transformation
HWL Ebsworth Lawyers	820,053.03	Provision of Legal Services
Lamond Contracting Pty Ltd	285,836.61	Nepean River Kayak Launch Deck
McArthur (NSW) Pty Ltd	402,177.50	Children Services Labour Hire
RANDSTAD PTY LIMITED	1,126,578.73	Children Service Labour Hire
Romba Pty Ltd	322,059.37	Kingsway Field Resurfacing
Devcon Civil Pty Ltd	1,318,293.59	Andrews Road & Laycock Street Roundabout Construction
CORTEX DIGITAL PTY LTD t/as Q Agency Australia	165,629.64	St Marys Town Centre – Transforming into a Thriving Urban Hub – Place Branding and Marketing
Konica Minolta Business Solutions Australia Pty Ltd	235,043.05	Commercial Printer
Blue Mountains City Council	236,795.01	Animal clinic
AUSTRALIAN INSTITUTE OF COMPANY DIRECTORS	151,800.00	Training
Infrastructure & Development Consulting Pty Ltd	377,840.11	Penrith Growth Infrastructure Strategy consulting
Technology One	2,008,884.09	TechnologyOne Enterprise Asset Management
Piekar Comm Services Pty Ltd	561,577.72	Security Trade Services
Allcott Hire Pty Ltd	171,390.57	Truck and Plant Hire
Metal Fencing Specialists	381,817.47	Supply & Installation of New Chain Wire Fencing
B G Enterprises (NSW) Pty Ltd	2,852,056.77	Electrical Trades
Compelling Economics Pty Ltd T/A REMPLAN	153,340.00	Renewal & Reporting Capability for Remplan Forecasting Tool
CRANEBROOK CONSTRUCTIONS PTY LTD	705,270.54	Castlereagh Hall and Monfarville Amenities Buildings
CRYSTAL PRODUCTIONS PTY. LTD.	174,387.15	2023 REAL Festival – AV, Site Lighting and Staging
Envirocivil NSW Pty Ltd	839,771.95	Uneven Terrain Mowing and Cleaning

Contracts awarded in previous years with expenditure in 2024–2025 greater than \$150,000

Supplier	Amount (\$)	Description of goods/services
2020 Projects Pty Ltd	1,526,653.10	Kingsway North (St Marys) Amenity Building Redevelopment
Abcoe Distributors Pty Ltd	537,370.96	Provision of Catering and Consumables
AXIAL CONSTRUCTION PTY LTD	2,897,633.22	RFT23/24-011 Nepean Avenue Shared Path Design and Construct
Australian Native Landscapes Pty Ltd	6,613,285.38	Waste and Resource Recovery Collection Services
Beasy Pty Ltd	1,049,156.91	RFT23/24-001 Asbestos Removal and Treatment Services
Blue Tongue Ecosystems Pty Ltd	236,599.30	Bush Regeneration Services and Associated Works

Contracts awarded in previous years with expenditure in 2024–2025 greater than \$150,000

Supplier	Amount (\$)	Description of goods/services
Cardia Bioplastics (Australia) Pty Ltd	1,452,318.78	Supply and Delivery of Compostable Bags
Del Rocchio Concreting Pty Ltd	1,598,160.78	Concrete Maintenance Works
Getex Pty Ltd	222,326.50	Asbestos Consultancy Contract Panel
Hix Group Pty Ltd	2,260,036.36	Joan Sutherland Performing Arts Centre Fire Hydrant Booster and Pump Upgrade Work
Infrastructure Management Group Pty Ltd	271,885.24	RFQ23/24-028 Condition Survey of Roads
Inter-Chillers Pty Ltd	508,265.15	Major Mechanical Services
MIRILA ELECTRICAL GROUP PTY LTD	174,548.24	Electrical Trades
Mode Design Corp. Pty Ltd	257,503.40	Urban Designer for Cook Park Precinct Sport, Play, Grandstand & Mixed Recreation
ORION CONSULTING ENGINEERS PTY. LTD.	252,597.40	Dunheved Road Upgrade - Project Manager and Superintendent Representative Services
SMEC Australia Pty Ltd	228,051.17	Project Verifier Services for GWH/River Road TCS Relocation
STATECOVER MUTUAL LIMITED	3,374,370.07	Workers Compensation Insurance Tender
Total Drain Cleaning Pty Ltd	775,606.02	Truck and Plant Hire
TST Property Services	565,338.28	Public Toilet Cleaning
Alpall Pty Ltd	1,203,275.10	Construction and Refurbishment of Sporting Amenities
Atlas Urban Economics Pty Ltd	168,839.00	Affordable Housing Contributions Scheme
BERNIPAVE ROAD SOLUTIONS PTY LIMITED	3,141,070.91	Road Patching Services
The Bush Doctor NSW Pty Ltd	273,704.51	Bush Regeneration and Associated Services
Bushland Management Services	191,302.01	Bush Regeneration Services and Associated Works
CBD Mechanical Electrical	262,428.58	Minor Mechanical Services
Charmax Facility Management	633,590.92	Childcare Cleaning Services
Chips Property Trade Services Pty Ltd	921,815.15	Building Maintenance and Minor Construction Works
Cleanaway Pty Ltd	12,970,977.27	Civic Waste Collection & Disposal
Coverit Building Group Pty Ltd	1,641,265.55	Building Maintenance and Construction Works
Douglas Partners Pty Ltd	181,582.50	Geotech Gidley Street
Duncan Solutions Reino International Pty Ltd	352,734.67	Provision of an Integrated Parking Management System
Durkin Constructions Pty Limited	173,668.32	3D Site Survey 131 Henry Street
Dentons Australia Pty Ltd	1,090,429.78	Provision of Certain Legal Services
Glascott Landscape & Civil Pty Ltd	8,700,821.84	Landscape Construction for Regatta Park
Haskoning Australia Pty Ltd	410,501.90	Doonmore Street Retarding Basin
KK CONSULTANTS PTY LTD	1,642,854.53	New Concrete Footpaths
L J Follington Constructions Pty Ltd	216,015.50	Grave Digging Services
Mack Civil Engineering Pty Ltd	759,345.90	New Concrete Footpaths
MASPORT PTY. LTD.	229,403.97	Emu Plains Shared Path Stage 2
Mastercut Concrete Aust. Pty. Ltd.	239,985.35	Concrete Sawing, Coring and Grinding

Contracts awarded in previous years with expenditure in 2024–2025 greater than \$150,000

Supplier	Amount (\$)	Description of goods/services
Novoplan Trading Pty Ltd	181,832.98	Voluntary Planning Agreement and Development Contributions Tracking Software
Pageup People Pty Ltd	268,303.66	Provision of a Performance Management System
Holcim Australia Pty Ltd t/a PF Concrete	313,961.90	Supply and Delivery of Premixed Concrete
Staples Bros. (Nowra) Pty Limited T/A Premier Pumpouts	156,677.38	Waste and Resource Recovery Collection Services
RMA Contracting Pty Ltd T/as Ross Mitchell & Associates	1,431,465.70	Hazardous Waste Services
RM HASSALL & AS WHITE & OTHERS	404,697.29	Provision of Certain Legal Services – External Legal Panel
Barker Ryan Stewart Pty Limited	244,960.10	Parker Street Reserve, Penrith – Stage 1 and 2 Car Park Works
SYDNEY BRICK PAVING PTY LTD Company	332,680.93	Cobblestone and Pavers Installation and Repair Works
Trinitas Group Pty Ltd	155,753.95	Asbestos Consulting Services
V.D.G Pty Ltd	1,495,521.74	Neighbourhood Facility Cleaning
Visy Recycling	1,113,423.63	Domestic Waste Collection – Recycling
Westbury Construction Pty Ltd	1,539,513.28	Recreation and Leisure Centre Building Upgrade
Woolworths Limited	684,991.21	Children's Services Food Tender
Australia Post	772,499.29	Post Billpay™ Agreement
BRANDOWN WASTE & RECYCLING SERVICES PTY LIMITED	585,649.77	Supply and deliver recycled quarry products
Empower Masterpay Pty Ltd T/as Fusion5	182,771.81	Business solutions
Hawkesbury City Council	1,004,033.66	Pound Services
Veolia Recycling & Recovery Pty Ltd	9,414,920.72	Waste collection
J & G ASPHALT & CIVIL CONTRACTORS PTY LTD	581,590.85	Asphalt Services
Hawkesbury River County Council	281,920.10	Weed Control Management

Payments greater than \$150,000 in 2024–2025 that were not under a contract

Supplier	Amount (\$)	Description of goods/services
AB Maintenance Solutions Pty Ltd	163,375.30	Public Spaces Maintenance
Australian Catchment Management Pty Ltd	198,000.00	Aquatic weed harvesting and maintenance
MICHAEL ASHTON PTY LTD	197,652.00	Tyres
Local Government NSW	220,270.77	Conferences and Training

Payments greater than \$150,000 in 2024–2025 under a contract held by others (Local Government Procurement, Procurement Australia, State Government)

Supplier	Amount (\$)	Description of goods/services
BARRIER SIGNS PTY LIMITED	164,310.77	IT Service Support
Generation–E Productivity Solutions Pty Ltd	481,581.31	Consulting services
Microsoft Pty Ltd	543,946.15	Consulting services
TRIVETT AUTOMOTIVE RETAIL PTY LIMITED t/a SUBARU	1,238,529.28	Internal audit and management consultancy services
RecordPoint Software APAC Pty Ltd	350,222.40	Green Slip Insurances
CIVIC RISK MUTUAL LTD	4,014,365.81	Internal audit and management consultancy services
Penrith City Automotive Pty Ltd	856,603.80	Fleet Purchases
Sinclair Ford	1,070,269.63	Motor vehicles and parts
Telstra Corporation Limited	229,532.69	Telecommunications
TPG Network Pty Ltd	373,377.83	Network broadband
AGL Sales Pty Limited	486,374.84	AGL Multisite Energy Agreement
Anzuk Education Services Pty Ltd	580,156.55	Children Services Labour Hire
ASPLUNDH TREE EXPERT (AUSTRALIA) PTY. LTD.	1,052,723.81	Concrete Maintenance Works/Bulk Material/Tree Planting Services
Aten Systems Pty Ltd	173,292.68	Information Management System
Ampol Australia Petroleum Pty Ltd	1,658,110.98	Fuel Cards
Catchment Simulation Solutions Pty Ltd	321,456.60	Claremont Creek Catchment Flood Study
CRS CREATIVE RECREATION SOLUTIONS PTY LIMITED	385,881.01	MP37000 Adelaide Street Playspace
Moduplay Group Pty Ltd	172,003.98	Henry Brigden Park Playspace Upgrade
SECURE AGILITY PTY LTD	512,851.50	ICT Hardware
TAYLOR BRAMMER LANDSCAPE ARCHITECTS PTY LIMITED	275,648.95	Nursery Upgrade Design
Fuji Xerox Australia	234,611.24	Printers
J. WYNDHAM PRINCE PTY LIMITED	461,436.50	Coreen Avenue Corridor Improvements – Detailed Design
MOIR LANDSCAPE ARCHITECTURE PTY LTD	667,829.72	St Marys Central Park Design
Site Group Pty Ltd	1,001,032.36	Traffic Control
STANTEC AUSTRALIA PTY LTD	183,669.26	Nepean Riverbank – Geotechnical Investigation
State Asphalts Services Pty. Ltd.	5,912,833.30	Major Asphalt
TELSTRA LIMITED	483,253.80	Apple Devices – Mobiles, iPads and accessories
ZIPFORM PTY LTD	256,208.55	Our Place – Council's Community Newsletter
J. BLACKWOOD & SON PTY LTD	348,004.54	Hardware Supplies
Avante Linemarking	500,166.62	Road Line marking and related Services
Complete Office Supplies Pty Ltd	183,160.57	Stationery
Data 3 Limited	4,336,004.33	Managed Computer Services
Forpark Australia	413,347.37	Chapman Gardens Outdoor Gym
LG Software Solutions Pty Ltd	156,923.08	Corporate Planning, Reporting, KPI and Project Management software solution

Payments greater than \$150,000 in 2024–2025 under a contract held by others (Local Government Procurement, Procurement Australia, State Government)

Supplier	Amount (\$)	Description of goods/services
Nepean Regional Security Pty Limited	994,291.54	Provision of Security
RED ENERGY PTY. LIMITED	3,220,648.96	Electricity Supply
Stabilised Pavement Of Australia Pty Ltd	1,836,724.28	Stabilisation Works
Treeserve Pty Ltd	2,447,900.40	Provision of Tree Pruning and Associated Services
Penrith Auto 2016 Pty Ltd t/as Sinclair Hyundai	962,158.11	Fleet Purchases
ACE Ohlsson Pty Limited T/A Turfcare	204,679.75	Turf fertilisers seeds and chemicals
WORLEY CONSULTING PTY LTD	176,506.05	Upper Byrne Creek Flood Study
Daimler Trucks Huntingwood	192,688.08	Plant Purchase
Garwood International Pty. Ltd.	280,322.20	Plant Repairs and Purchases
HUTCHEON & PEARCE OPERATIONS PTY LTD t/as John Deere	431,828.23	Depot Parts
QBE INSURANCE (AUSTRALIA) LIMITED	215,004.69	Vehicle insurance
Western Toyota T/A City Hino / Iveco City Hino	229,542.84	Plant Purchase
InConsult Pty Ltd	181,060.01	External Audit

Payments of greater than \$150,000 in 2024–2025 that were to a sole supplier

Supplier	Amount (\$)	Description of goods/services
Endeavour Energy	3,006,624.47	Electricity Maintenance and other services
Icare Workers Insurance	1,038,200.85	Workers Compensation Insurance
SYDNEY WATER CORPORATION	1,060,948.23	Water
NEW SOUTH WALES ELECTORAL COMMISSION	1,101,784.20	Elections





Our rates and charges written off

The *Local Government Act 1993* classifies various transactions as being write-offs of rates and charges. The reasons for write-offs include properties becoming exempt from rates, pensioner rebates, changes in rating category, hardship, roundings, postponed rates and interest, domestic waste corrections, small balance write-offs and valuation objections.

The table below summarises the rates and sundry debtor amounts written off during 2024–25 under legislation, delegated authority, or pursuant to Council resolutions.

Extra charges include interest and legal costs and are written off due to financial hardship and where the original rate or domestic waste charge is required to be written off.

Council receives reimbursement from the NSW Government for 55% of the statutory pension rebates provided.

Summary of rates and sundry debtor amounts written off during 2024–25

Rates and charges written off	Amount (\$)
General Rates	117,608
Extra Charges	59,110
Domestic Waste	4,759
Total	181,477
Pension Rebate abandonments	Amount (\$)
General Rates – Statutory	1,834,202
Domestic Waste – Statutory	696,248
Stormwater – Voluntary	222,755
Total	2,753,205
Sundry Debtor abandonments	Amount (\$)
Sundry Debtor	28,874
Total	28,874

Our capital projects summary

Location	Description	Expenditure (\$)
Children's Services		
Various	Building Upgrades	4,165
Various	CS IT Replacement Capital	62,332
Various	CS Playground Upgrades	18,346
Penrith LGA	OOSH Bus Fleet Replacement	174,975
TOTAL CHILDREN'S SERVICES		259,818
City Planning		
Various	Property Acquisition Development Contributions	3,443,568
Werrington	King Central VPA	720
TOTAL CITY PLANNING		3,444,288
Civil Maintenance, Renewal and Construction		
Various	Road Resealing/ Resheeting (Pt AREAS)	3,973,885
Various	Traffic Facilities – Regulatory	415,297
Various	Glenmore Parkway (Glengarry Drive and Camellia Avenue) Traffic Safety	171,416
Various	Carpenter Street and Marsden Road, St Marys Traffic Safety	141,531
Various	Monfarville Street south of Lonsdale, St Marys Pedestrian Refuge	52,978
Various	Monfarville Street and Carpenter Street St Marys Pedestrian Refuge	97,838
Various	Rural Roads Resealing	59,500
Agnes Banks	Castlereagh Road – #543/Geebung Close	156,000
Various	Roads Reconstruction Program Resourcing	1,033,418
Penrith LGA	Urban Drainage Construction Program Resourcing	485,611
Werrington	Burton Street, Werrington	96,136
Emu Plains	River Road, Emu Plains Lighting Upgrade	12,421
Jamisontown	Tench Avenue, Jamisontown Lighting Upgrade	12,421
Kingswood	45 Park Avenue Kingswood	4,967
Penrith	Batt Street between 74 to 116	130,343
Penrith LGA	Roads to Recovery	(15,668)
St Clair	Stage 1 St Clair Avenue – Coolong Crescent/Banks Drive	3,506
St Marys	Forrester Road between Glossop Street – Christie Sreet	31,098
Colyton	Hewitt Street and Desborough Road	306,469
Cranebrook	Andrews Road and Laycock Street	1,291,909
Various	Roads Reconstruction Program	13,880
South Penrith	Jamison Road – Victory Street/Castlereagh Road	881,366
Emu Heights	Old Bathurst Road – Gosling Street/Wedmore Road	211,111
Various	Rural Roadside drainage–Surveys Llandilo, Londonderry, Berks	(20,000)
Londonderry	Howell Rd, Londonderry Drainage Works	156,770
Cambridge Park	Trinity Drive new footpath and crossing GFR-1179	298,635

Our capital projects summary

Location	Description	Expenditure (\$)
Kingswood	Bringelly Road (Montgrove College) Pedestrian Cross GFR-1190	47,755
Various	Street Lighting Installation	15,668
Colyton	Roper Road and Hewitt Street, Colyton Intersection Upgrade	-
Colyton	DESIGN ONLY - Roper Road & Hewitt Street	16,650
Mulgoa	Blue Hills Oval Irrigation Renewal	20,579
Penrith	Andrews Road Batting Cage	10,879
Llandilo	Third Ave (Seventh & Fifth), Llandilo Traffic Safety Improve	465,889
Llandilo	DESIGN ONLY - Llandilo	30,700
Leonay	River Road - Major slip threatening road	8,825
Emu Heights	Riverside Road - Major erosion	3,175
Emu Plains	Melrose Hall Path	300
Jordan Springs	Jordan Springs Share Path Construction	4,823
Various	Urban Drainage Construction Program	11,543
St Marys	Saddington St Sinkhole Repair	31,993
Penrith	Lethbridge Street near 26 Castlereagh Street pipe patching	37,593
Emu Plains	Pipe Patching and Relining CCTV River Road	107,545
Jamisontown	Ikin Street Jamisontown	806
Penrith LGA	Pipe Patching and Relining Pole Camera detected	65,748
Agnes Banks	59 Rickards Road, Agnes Banks	3,800
Penrith	53 Caloola Avenue, Penrith	7,771
Penrith	4 Brewongle Avenue, Penrith	10,266
Emu Plains	68 Old Bathurst Road, Emu Plains	24,451
Leonay	2 Orion Place, Leonay	21,206
Llandilo	47A Fourth Avenue, Llandilo	2,800
Emu Plains	6 Nepean Street near 45 Imperial Avenue, Emu Plains	12,398
St Marys	68 Putland Street, St Marys	12,151
Jamisontown	Jamison Park overflow car park	37,428
Llandilo	Culvert cleaning and tail out	121,562
Llandilo	Culvert Repairs - Headwalls and Pipes	448,173
Wallacia	Rural Drainage Wallacia Mulgoa Castlereagh	107,250
Llandilo	REF Investigations	5,301
Penrith	Thornton Locale	442,493
Llandilo	Seventh Avenue Upgrade	979,405
Orchard Hills	Luddenham Road, Orchard Hill - Vehicle activated signs	22,500
St Marys	Christie Street and Lee Holm Road, St Marys - upgrade intersection	4,688
St Marys	Atchison Street & Hall Street, St Marys - Install street light	37,668
Glenmore Park	Speed Humps - Surveyors Creek Road and Kiber Drive, Glenmore Park	19,820
St Clair	Coonawarra Drive, St Clair (Conawarra Drive to Marino Circuit)	178,564
Colyton	Bennett Road Reserve (Reddington to Bennett Road)	110,280
South Penrith	Bickley Road (Shandlin Place to Shelsley Place)	75,879

Our capital projects summary

Location	Description	Expenditure (\$)
South Penrith	Stoke Crs Birmingham Road Pathway Project	148,225
Glenmore Park	The Lakes Drive (4 The Lakes Drive to Surveyors Creek Rd Bus stop)	17,202
Penrith CBD	Union Lane (south side - existing footpath to Worth Street)	39,329
South Penrith	Thurwood Avenue (Cobs Avenue and Thurwood Avenue)	33,237
Llandilo	Seventh Avenue (West of school to Wilson Park)	57,306
South Penrith	Kiparra Crescent	117,114
St Clair	Timesweep Park, St Clair	31,368
Werrington	Werrington Road, Werrington - Proposed Shared Path and Raise	30,250
St Clair	St Clair Avenue - Coolong Crescent/Banks Drive	933,515
St Clair	St Clair Avenue - Ballarat Avenue/Oliver Crescent	551,538
Kingswood	Jamison Road - Bringelly Road/Elliot Street	522,298
Glenmore Park	Glenmore Park Child and Family Centre Car Park Lighting Repla	13,250
South Penrith	Jamison Park Netball Court Renewal and Betterment	837,433
Various	Softfall Renewal Program	40,038
TOTAL CIVIL MAINTENANCE, RENEWAL AND CONSTRUCTION		16,941,266

Community Facilities and Recreation Operations

Various	Neighbourhood Centres/Halls Improvements	114,932
Claremont Meadows	Gipps Street Recreation Precinct - Amenity Furniture	14,151
TOTAL COMMUNITY FACILITIES AND RECREATION OPERATIONS		129,083

Community Facilities and Recreation Planning

Penrith	Parker Street Reserve Upgrades	35,930
Penrith	Parker Street Reserve Western Amenities Building Refurbishment	15,000
Colyton	Gilmour Street Colyton Playspace Upgrade	199,440
South Penrith	Eileen Cammack Reserve, South Penrith Playspace Upgrade	9,894
Werrington Downs	Jim Anderson Park, Werrington Downs Upgrade Stage 2	169,720
Oxley Park	Ridge Park, Oxley Park Playspace Upgrade	183,197
St Clair	Dorothy Radford Reserve, St Clair Playspace Upgrade	277,008
Penrith	Henry Brigden Park, Penrith Playspace Upgrade	179,513
Werrington	The Kingsway Drainage Upgrade	374,597
Werrington	The Kingsway Field Upgrade	276,105
Cranebrook	Andromeda Reserve Amenities - Bird Proofing	12,987
Penrith	Parker Street Amenities Rekeying	6,900
Cranebrook	Goal Post Renewal	15,440
TOTAL COMMUNITY FACILITIES AND RECREATION PLANNING		1,755,729

Community Resilience (Community Safety)

Penrith	Great River Walk Safety Upgrade	155,847
TOTAL COMMUNITY RESILIENCE (COMMUNITY SAFETY)		155,847

Our capital projects summary

Location	Description	Expenditure (\$)
Council and Corporate Governance		
Penrith	Printroom Printer Purchase	143,956
TOTAL COUNCIL AND CORPORATE GOVERNANCE		143,956

Design and Projects		
Emu Plains	Regatta Park – Stage 1	2,063,890
Claremont Meadows	Gipps Street Recreation Precinct	3,690,863
Penrith	City Park	59,989
Penrith LGA	Replacement of Survey Equipment	75,752
Glenmore Park	Mulgoa Rise Amenity Building Extensions	11,420
St Clair	Mark Leece Oval New Amenity Building	1,500
St Clair	Mark Leece Oval – Stage 2	872
Erskine Park	Chameleon Reserve Stage 1 Tree Planting	4,348
St Clair	Kindanda Childcare Centre	4,393
Werrington	Harold Corr Synthetic Track Upgrade	3,485
Penrith	Dunheved Road Upgrade	1,979,992
Werrington County	1 – 5 John Oxley Werrington County Land Acquisition	28,581
Penrith	JSPAC Cafe Renewal and Refurbishment	15,413
Penrith	Hickeys Lane Amenities Renewal	5,751
North St Marys	Boronia Park Amenities Renewal	7,072
Penrith	Boating Now Round 3 Kayak Launch	273,581
Penrith	Woodriff Gardens Tennis Amenity Upgrade	889,755
Glenmore Park	Ched Towns Amenity Renewal & Upgrade	6,600
Kingswood	Chapman Gardens Kingswood Fencing and Bull Pens	-
Penrith	Great River Walk Nepean Av Shared Use Path	2,694,573
Penrith LGA	Cooling the City Strategy Green Infrastructure Project	679
St Marys	Bennett Park St Marys Mixed Recreation Space	139,300
St Marys	Bennett Park St Marys Mixed Recreation Space – Westinvest	24,676
St Marys	Monfarville Amenity Building Upgrade	937,593
Llandilo	Wilson Park Mayoral Challenge	7,071
Werrington	Kingsway North (Touch) Field Upgrades	1,500
Emu Plains	Emu Plains Regatta Park – Kiosk	384,221
St Marys	Cook Park Amenity Building & Grandstand Upgrade	99,611
St Marys	Cook Park Amenity Building & Grandstand Upgrade – Westinvest	632,908
Glenmore Park	Surveyors Creek Softball Facility	27,084
Cambridge Gardens	Trinity Drive Reserve Renewal	17,799
Werrington	Kingsway North Amenity Building Renewal	947,327
St Clair	St Clair Leisure Centre A/C installation	129,319
St Clair	Peter Kearns Oval David Currie Amenity Upgrade and Renewal	14,840

Our capital projects summary

Location	Description	Expenditure (\$)
Penrith	University of the 3rd Age Building Renewal	2,500
Erskine Park	Capella Reserve Renewal	21,023
Erskine Park	Ridgeview Crescent Playground Renewal	2,890
Glenmore Park	Glengarry Drive Playground Renewal	2,890
St Clair	Explorers Way Playground Renewal	2,890
Jamisontown	Willoring Crescent Reserve Playground Renewal	4,030
Cranebrook	Goldmark Crescent Kurwan Reserve Playground Renewal	4,030
Kingswood Park	Illawong Community Playspace New Playground CBP21	1,290
Werrington Downs	Jim Anderson Reserve Playground Renewal	5,434
Penrith LGA	Berried Treasure	10,992
St Marys	Ripples Solar Panel Installation and Accessible Rooms	26,969
St Marys	Upgrade to Accessible Rooms	1,281
St Marys	West Lane Toilets Upgrade & New Adult Change	2,372
Emu Plains	Blue Emu CCC Minor renewal and high-risk work	12,564
Emu Plains	Kids Place CCC Renewal work	466,540
St Marys	St Marys Library Lift Replacement	54,205
Emu Plains	River Road Major Culvert Renewal (SRV)	(1,240)
Emu Plains	River Road Buring Ave Culvert Replacement (DRFA)	262,075
Cambridge Park	Be Cool To School - Cambridge Park	241,868
Cambridge Park	Be Cool To School - Bushcare	1,989
Penrith	Coreen Av and Lemongrove Rd Intersection Upgrade	120,025
Penrith	Coreen Av and Bel-Air Rd Roundabout Upgrade	37,938
Penrith	Coreen Av and Coombes Dr Intersection Upgrade	352,036
Penrith	Coreen Av and Sydney Smith Dr Intersection Upgrade	38,904
St Marys	Monfarville Reserve Playspace	223
Penrith	Andrews Road Baseball - Drainage and Playing Surface Upgrade	331,744
Londonderry	Londonderry Park Playground Upgrade	2,530
St Marys	St Marys City Heart and Entertainment Canopy	1,296,165
South Penrith	Carita Childcare Centre	97,500
South Penrith	Kindana Long Day Care	449,672
St Clair	Strauss Road Childcare Centre	4,500
Penrith	JSPAC General Renewal Allocation	61,843
Penrith	Lewers Roof Renewal	279,966
Penrith	The Joan Lift Panel and Button upgrade	12,385
Claremont Meadows	Multi Indoor Sports Stadium	83,117
Claremont Meadows	Multi Indoor Sports Stadium -Westinvest	1,734,362
Claremont Meadows	Property Acquisition costs - Putland Street	1,551
Various	Playspace Network Upgrades - Westinvest	173,445
Penrith	Nursery Upgrade and Cumberland Plain Improvement Project	397,613
Cranebrook	Andromeda Ovals, Field Surface and Car Park improvements	368,343

Our capital projects summary

Location	Description	Expenditure (\$)
Cranebrook	Andromeda Storage, Landscaping and Footpaths	638
Various	Children Services Fire Safety	72,625
Penrith	Civic Centre Renewal Customers Service Counter	21,812
Penrith	Penrith Library New Adult Change Room	115,332
Penrith	Penrith Library Front Counter Refurbishment	140,313
Glenmore Park	Glenmore Park CFP Flooring	136,931
Werrington	Namatjira NHC roof renewal	19,940
Regentville	Regentville Small Hall roof renewal	169,129
St Clair	St Clair Rec Centre – Roof Works	67,134
Penrith	Parker Street Reserve Upgrades (LRCIP3)	42,893
South Penrith	Jamison Dog Park Separation	19,440
Caddens	Caddens Oval Synthetic Cricket Pitch Installation (LRCIP3)	50
Cambridge Park	Allsopp & Patterson Oval Amenity Concreting	100
Penrith LGA	GoC3-58 Penrith LGA Tree Planting Stage 2	103,261
Penrith LGA	GoC3-51 Penrith LGA Tree Planting Stage 2	42,874
Penrith LGA	GoC3-54 Penrith LGA Tree Planting Stage 2	143,277
Regentville	Factory Road Regentville – Construction of Shared User Path	204,032
Regentville	2-12 Bundarra Road Regentville	16,142
Penrith LGA	Power Poles Replacement Project	68,882
Luddenham	Sales Park, Luddenham – Installation of outdoor health	1,900
Cambridge Park	Allsopp and Patterson Oval, Cambridge Park – Playspace upgrade	3,492
Glenmore Park	Glenmore Park Child and Family Precinct, Glenmore Park	3,162
St Marys	Margaret Porter Reserve, St Marys – Playground Renewal	3,248
Claremont Meadows	Myrtle Road Playground Renewal – Sunflower Drive	1,260
Mt Vernon	Mt Vernon Tennis Amenities	22,138
Wallacia	Blaxland Crossing Reserve, Wallacia – Drainage works	3,685
Penrith	Weir Reserve Pedestrian Bridge and Path Restoration Works	2,485
Penrith	Weir Reserve GRW Bridge	4,989
Penrith	Weir Reserve GRW Path/Embankment	132,643
St Marys	St Marys Tennis Club Fire Damage	256,839
Colyton	Coylton Roper Road Amenities Fire Damage	397,506
Glenmore Park	Mulgoa Rise Sportsground Sports Surface Turf Reconstruction	250
Penrith	JSPAC Lighting	129,896
St Marys	St Marys Ripples Control Board Upgrade	41,303
Civic Centre	Ground Floor Workstations	42,569
Penrith	Rance Oval Storage and Shelter	6,000
Penrith	Baby Health Clinic/CWA Building Refurbishment	15,760
Penrith	Soper Place Parking Sensors Reinstatement	11,645
St Clair	St Marys Outdoor 50m Pool Finishes	19,182
TOTAL DESIGN AND PROJECTS		24,636,972

Our capital projects summary

Location	Description	Expenditure (\$)
Divisional Assurance (City Services)		
Penrith Council	CCTV Upgrade & Renewal Program	44,241
TOTAL DIVISIONAL ASSURANCE (CITY SERVICES)		44,241
Environment Health (Biodiversity)		
Penrith LGA	Stormwater Work Improvement Program	48,320
TOTAL ENVIRONMENT HEALTH (BIODIVERSITY)		48,320
Fleet and Plant Management		
Various	Motor Vehicle Purchases	3,718,287
Penrith Council	Plant Replacement	647,300
Penrith Council	New Plant Purchase (not replacement)	39,756
TOTAL FLEET AND PLANT MANAGEMENT		4,405,343
Information Management		
Penrith	Records Capital Equipment Purchases	17,648
TOTAL INFORMATION MANAGEMENT		17,648
Information Technology		
Various	Desktop hardware / devices	471,561
Various	Audio/Visual meeting room equipment upgrades	98,808
Penrith Council	Server Infrastructure	1,585
Penrith Council	Remediation	22,565
Penrith Council	Networking	8,238
Penrith Council	Warranty	3,869
Various	Children Services Network Refresh	168,645
TOTAL INFORMATION TECHNOLOGY		775,270
Libraries		
Various	Library Resources – Capital	514,626
Civic Centre	Library Special Purpose Projects –Building	72,742
Penrith	RFID Returns Chute	665
Penrith	Penrith Library Service Desk	1,024
Penrith	Diplomat PRO Self-Service Terminal and UV-C Tower	7,886
Penrith	Book Vending Machine	23,482
TOTAL LIBRARIES		620,426

Our capital projects summary

Location	Description	Expenditure (\$)
Property Investment		
Erskine Park	Erskine Park Urban Reinvestment	68,553
Penrith LGA	6 Peachtree Road Penrith – Air Conditioning Replacement	130,650
Penrith CBD	118-120 Henry Street Penrith Refurbishment	50,108
TOTAL PROPERTY INVESTMENT		249,311
Public Space Maintenance (Buildings)		
Various	Bus Shelters Program	142,964
Kingswood	Trades Shed and Office Fit-Out Request	128,814
St Marys	Ripples Aquatic Centre filter emergency renewal	108
St Marys	Ripples tiles supply	4,129
St Marys	Ripples Pool emptying	12,961
Kingswood	Supply and replace ice machine at the depot	9,277
Penrith	Bus Shelter DDA compliance	77,464
Emu Plains	Upgrade of Fire Indicator Panel at Lewers Gallery	39,230
Penrith	The Joan aluminium extrusion supply	4,985
Kingswood	Upper Parker Street amenities window shutter supply and install	2,218
Erskine Park	Replace split ducted system	14,650
Penrith Council	Redesign of Executive Offices	116,037
Various	Land Recognition – community (D)	3,476,000
Various	Open Space asset dedications	2,288,799
Penrith LGA	Parks Asset renewal	-
Glenmore Park	Glenmore Loch platform renewal	25,920
TOTAL PUBLIC SPACE MAINTENANCE (BUILDINGS)		6,343,557
Public Space Maintenance (City Services)		
Penrith	Jamison Park spinner replacement	21,572
Jordan Springs	Village Oval, Jordan Springs	7,715
Emu Plains	Hunter Fields, Emu Plains	9,070
Glenmore Park	Blue Hills Wetland, Glenmore Park	9,497
Cranebrook	Grey Gums Oval Playspace Cranebrook	7,881
TOTAL PUBLIC SPACE MAINTENANCE (CITY SERVICES)		55,735

Our capital projects summary

Location	Description	Expenditure (\$)
Security and Emergency Services Management		
Various	SES equipment priority list	20,000
Penrith LGA	Rural Fire Service Equip-Grant Funded	423,278
Castlereagh	Castlereagh Station Upgrade	8,870
TOTAL SECURITY AND EMERGENCY SERVICES MANAGEMENT		452,148
Social Strategy		
Various	Disability access improvements	12,344
TOTAL SOCIAL STRATEGY		12,344
Strategic Asset Management Planning		
Emu Plains	Lewers Gallery glazing replacement	32,152
Emu Plains	Hunter Field Amenities Install aluminium threshold ramp	893
Cranebrook	Grays Lane CCC rear stormwater upgrades and replacement	35,744
Penrith	Penrith Pool main circulation pump replacement	14,111
St Marys	Ripples Aquatic Centre spa gas heater renewal	7,830
Orchard Hills	Orchard Hills BFS air con replacement	13,820
St Marys	Ripples Outdoor 50m Pool pipework BAR project	59,271
St Marys	Ripples Aquatic Centre Fire Safety Schedule Investigations	3,100
St Marys	Ripples Outdoor 50m Pool pipework BAR project relining	43,314
Penrith	Ripples Penrith Pool splash pad feature pump replacement	36,110
Penrith	Ripples Penrith Pool sand filter and LTS Repairs / Asset Ren	23,679
Werrington	Harold Corr Hall switchboard upgrade	6,455
St Marys	Hydrotherapy valve replacement and manual purge system	18,596
St Marys	Ripples Aquatic Centre Corrosion Repairs	7,587
St Marys	Hydrotherapy Air Con, Ventilation and Door Seal Replacement	62,667
St Marys	Ripples Aquatic Centre Spa Exhaust fan installation	1,960
St Marys	Ripples Aquatic Centre Spa pool tile and membrane	12,077
St Marys	Ripples Outdoor Pool Heat pump circulation pump replacement	13,016
St Marys	Ripples Aquatic Centre UV system repairs	12,949
Penrith CBD	Quarterdeck Function Centre Roof Repairs	13,581
Glenmore Park	Glenmore Park Child and Family Air Con installation in Main	4,370
St Marys	St Marys Ripples Indoor pool UV flange adapter	5,683
Penrith	Depot Amenities stormwater works	28,153
St Marys	Hydrotherapy Pool Blankets	49,930
St Marys	Ripples Aquatic Centre indoor circulation pump repairs	35,992
St Marys	St Marys Ripples Indoor pool door repairs and replacement	21,630
Werrington	Harold Corr Hall Air Con Replacements	31,900
Penrith	Penrith Pool Blower Replacement	11,870
Emu Plains	Lewers Gallery Supply & Install New Actron Condenser	15,492
Cranebrook	Andrews Road Rugby Roller shutter removal and security	5,672

Our capital projects summary

Location	Description	Expenditure (\$)
St Marys	Ripples Aquatic Centre Spa pool jet replacement	725
Penrith	Parker St Upper Amenities fire pump repairs	2,540
St Marys	Ripples Aquatic Centre Spa Balance tank waterproofing	7,837
Penrith CBD	Quarterdeck Function Centre 3 x Air conditioner replacement	15,700
Penrith CBD	Penrith Pool New Disabled Hoist Installation	44,850
St Marys	Ripples Aquatic Centre Drinking fountain replacement	2,975
St Marys	Ripples Aquatic Centre backwash tank pump replacement	7,923
Kingswood	Chapman Gardens exhaust fans installation	3,680
Glenmore Park	Glenmore Park Community Centre Supply and install new FIP	8,086
Kingswood	Depot Fleet and Store air con replacement	11,220
St Marys	Ripples Aquatic Centre Spa circulation pump and chemical	6,690
St Clair	Kindana OOSHC new circuit installation	2,485
St Marys	Ripples Outdoor Pool splash pad vsd and filter service	19,961
Penrith	Ripples Penrith pool acid store conversion	13,440
Penrith	Penrith pool balance tank make up water valve replacement	3,982
St Marys	Indoor Heat pump circulation pump replacement	21,281
St Marys	Ripples Aquatic Centre Blue Lagoon Room floor replacement	15,241
Kingswood	Depot Admin roof repairs	34,854
Penrith	Howell Oval storage gate replacement	2,180
St Marys	Ripples Outdoor St Marys splash park feature replacements	7,973
Glenmore Park	Surveyors Creek Community Centre Repaint	45,370
St Clair	St Clair Library Repaint	22,445
Glenmore Park	Glenmore Park Community Centre Repaint	11,060
St Marys	Hydrotherapy filtration pumps replacement	24,204
St Clair	Roper Road soccer fence installation	5,600
St Marys	Hydrotherapy Parent Room Replacement	5,326
St Marys	Ripples Outdoor Pool chlorine system repairs and upgrade	23,990
St Marys	Ripples Hydrotherapy UFF Candle replacement and repairs	13,250
Penrith	Ripples Penrith Splash Pad UFF Candle and plate replacement	9,588
St Marys	Ripples Aquatic Centre HWS replacement	11,585
Castlereagh	Castlereagh Hall Termite Damage Repairs	259,259
TOTAL STRATEGIC ASSET MANAGEMENT PLANNING		1,294,905
Traffic Management, Parking and Road Safety		
Various	LTC / urgent traffic facilities	1,925
TOTAL TRAFFIC MANAGEMENT, PARKING AND ROAD SAFETY		1,925
TOTAL CAPITAL PROJECTS		61,788,132

Our capital expenditure reviews

There were no capital expenditure reviews carried out in 2024-25.



Appendix 3

Our compliance report

Council's enforcement officers are required to make decisions and use discretion to address non-compliant activities. Section 8 of the *Local Government Act 1993* requires regulatory activities to be carried out consistently, proportionate to non-compliance, and without bias.

Effective decision making and actions ensure the health, safety and environmental protection of all stakeholders including residents, visitors, workers and business operators.

Our Compliance and Enforcement Policy provides the framework to support a responsive risk-based approach to compliance and enforcement, and ensures our resources are targeted towards matters that contain a high degree of risk to residents and the environment.

Unauthorised land use and developments

In the past year there were increased complaints and demands for Council's services relating to unauthorised land use and developments. The continued rise in people working from home, cost of living pressures and housing affordability has contributed to increase in unauthorised activities and building works relating to secondary dwellings, conversion of garages to living areas and facilitating home business functions. Unlawful earthworks, vegetation removal and creation of driveways and carports have facilitated an increase in home businesses and living arrangements.

Council has experienced an increase in unauthorised tree and vegetation removal and earthworks which have facilitated unauthorised land use activities and building works. These mostly relate to the use of premises as depots for the parking of heavy vehicles and construction of large sheds and outbuildings.

Urban growth developments and building sites

Increased urban growth developments and building site activities have put greater demand on our ability to regulate these activities and manage impacts on residents and the surrounding environment. Developments approved by private certifiers largely contribute to the additional demand for Council resources in this area. The continued development of the Western Sydney International (Nancy-Bird Walton) Airport, Sydney Metro - Western Sydney Airport and State Significant Development approved by the NSW Department of Planning, Housing and Infrastructure have impacts on the surrounding community and Council resources in responding to these concerns.

Court proceedings

The increase in complexity of Council investigations and actions has resulted in an increase of matters in local court and Land and Environment Court proceedings.

Complaints received and actioned

The following table provides an overview on the variety of complaints Council received and actioned during 2024–25.

Complaints received and actioned by type in 2024–25

Category	Received	Completed
Asbestos	34	25
Dangerous Structure	15	17
Landfilling / Earthworks	123	101
Tree / Vegetation Clearing	138	101
Other sex services / demolition	27	22
Sediment control / building sites	256	232
Unauthorised structures / shed / carport / driveway	185	137
Unauthorised dwelling / granny flat	118	73
Unauthorised signage / VMS	17	23
Unauthorised business / land use	138	130
Industrial Auditing	46	44
Compliance with conditions of consent	94	108
Flooding	63	68
Civil	24	22
Total	1,278	1,103

Our program of inspections

Inspections of private swimming pools

We are committed to keeping pool users safe by ensuring privately owned swimming pools contain a compliant child-resistant barrier. Council delivered a swimming pool inspection and education program aimed at owners or managers of private swimming pools. This program is part of our legislative obligations outlined in the Swimming Pool Act 1992. Council is required to:

- Take appropriate steps to ensure that we are notified of the existence of all swimming pools in our LGA.
- Promote awareness of the requirements of the Act in relation to swimming pools.
- Investigate complaints about breaches of this Act in accordance with section 29A.

In 2024–25, Council delivered its swimming pool education program and pool safety messaging aimed at pool owners. The campaign was delivered during the peak summer and swimming season. The education campaign aims to:

- Inform the community of the standards of responsible pool safety.
- Inform the community on how to ensure that their pool is compliant.
- Raise water safety awareness with a focus on not propping open pool gates and unfenced portable pools.
- Emphasise a safe swimming pool saves lives.

During the year, there were more pool owners seeking Certificates of Compliance as part of property lease agreements. A Certificate of Compliance or Certificate of Non-Compliance is also required in property of sale contracts. The increase in Council services in this area is a result of community confidence in Council's service and prompt inspection regime. There has been a decrease in Registered Private Inspectors services to swimming pool inspections and certification which has resulted in an increased demand on Council services.

Swimming pool inspections by type in 2024–25

Our inspections of private swimming pools	Number
Total number of swimming pool inspections (includes spa pool)	659
Total number of inspections in relation to Compliance Certificate	417
Total number of inspections in relation to referral from Registered Pool Inspectors of non-compliant swimming pools to Council	122
Total number of mandatory inspections (tourist and visitor accommodation)	27
Total number of compliance certificates issued	264

Our Public Swimming Pool and Splash Park Safety Program

As of the end of June 2025, Council's Public Swimming Pool and Splash Park Safety Program had 31 registered businesses totalling 45 pools and splash parks.

There were 26 primary swimming pool and splash park business inspections and 3 reinspections completed between 1 July 2024 and 30 June 2025.

A review of inspection protocols was completed during the reporting period which resulted in a couple of registered premises being rated as incident only for inspection (float tank and correctional centre) and 2 registered businesses were not trading throughout the year.

Our Food Safety Program

As of the end of June 2025, Council's Food Safety Program had 966 food businesses registered with Council that require inspection and 95 low risk businesses that are incident only for example home-based businesses. It is acknowledged that not all these businesses require inspection every year and our inspection protocol is modelled off our Partnership Agreement with the NSW Food Authority.

During the 2024–25 reporting period, 1,173 primary food business inspections and 328 food business reinspections were completed.

There were 497 food businesses rated 5 stars, 207 rated 4 stars and 134 rated 3 stars. This equates to 71% of local food businesses receiving a rating certificate. 184 businesses did not qualify or were not eligible for a rating (bar only) with a further 125 inspections confirmed that the business had closed or changed proprietors. Any food businesses registered after 1 May were not inspected and will be prioritised in the 2025–26 reporting period.

During the reporting period 106 Improvement Notices, 6 Prohibition Orders and 32 Penalty Notices were issued.

There were 128 food business related complaints investigated.

During the reporting period, Council's Temporary Event and Mobile Food Safety Program had issued 533 approvals for temporary events and 64 mobile food van approvals. There were 216 food safety inspections completed at community and public events.

Our Regulated System Program (legionella safety)

As of the end of June 2025, Council's Regulated System Program (Legionella Safety) Program had 56 registered businesses with 20 warm water systems and 122 cooling towers registered.

There were 54 primary regulated system inspections completed and 3 reinspections completed between 1 July 2024 and 30 June 2025. A review of inspection protocols was completed during the reporting period which resulted in a couple of registered premises being rated as incident only for inspection (correctional centres) and did not get inspected this year.

During the reporting period Council investigated 4 separate legionella notifications providing assistance to NSW Health. This involved Council directing businesses to submit reports and other necessary documentation as well as completing legionella sampling at one business.

Our Skin Penetration

Safety Program

As of the end of June 2025, Council's Skin Penetration Safety Program had 135 registered businesses.

There were 135 primary skin penetration business inspections and 28 reinspections completed between 1 July 2024 and 30 June 2025. A review of inspection protocols was completed during the reporting period which resulted in several registered premises being rated as incident only for inspection (low risk premises) and premises registered after 1 May did not get inspected this year.

During the reporting period there were 9 Improvement Notices issued.

Our companion animals report

In 2024–25, Council allocated a budget of \$2,103,081 towards Companion Animal Management, with an actual spend of \$2,259,721. Council received \$147,544 in companion animal funding from the Office of Local Government. Throughout the year, we issued penalty notices totalling \$162,225 for animal-related offences with \$112,341 collected in paid infringements.

Unclaimed animals

Council has a range of strategies in place to comply with our obligations under section 64 of the Companion Animals Act 1998 to seek alternatives to euthanasia for unclaimed animals including:

- Working closely with the Hawkesbury Animal Shelter and Blue Mountains Animal Care Centre to facilitate a low-kill initiative to rehome dogs and cats wherever possible.
- Actively participating in the assessment and classification of dogs deemed suitable for rehoming.
- Maintaining beneficial working relationships with not-for-profit rehoming organisations.
- Improving social media messaging from Penrith and Hawkesbury Councils.
- Prioritising microchipping and maintenance of accurate database records to improve return rates.

Case study

Lost & Found Pets – Facebook page management

Council established and actively manage a dedicated Facebook page aimed at reuniting lost and stray animals with their owners before they enter Council shelters. The platform also serves as a key communication tool to:

- Promote responsible pet ownership through engaging, educational content
- Share real-time updates about found pets and community sightings
- Reduce the number of animals impounded by encouraging direct community reunification
- Build awareness of pet registration, microchipping, and control requirements
- Foster a stronger connection between Council services and local pet owners



ANIMAL SERVICE



Companion animal management

Council enhanced our animal impounding services through agreements with Blue Mountains and Hawkesbury councils. Our team continued to prioritise positive outcomes for impounded animals through active efforts to reunite them with their owners, facilitate adoption and support rehoming. Collaboration with our community played a key role in promoting responsible pet ownership and reducing the need for euthanasia.

In addition, the team investigates and responds to dog attack related incidents, ensuring public safety and animal welfare remain at the forefront of our approach. We submit monthly returns to the Companion Animal Registry using data provided by both Hawkesbury Animal Shelter and Blue Mountains Animal Care Centre. The following table summarises the number and outcomes of impounded animals and the number of dog attack incidents and their impacts during the 2024–25 reporting period.

	Dogs	Cats
Total Impounded	416	426
Released	83	15
Sold	259	292
Rehomed	29	34
Euthanised	45	85
Total dog attacks	89	
Total human victims	68	
Total animal victims	73	

Council undertakes a variety of activities to comply with the *Companion Animals Act 1998* and Companion Animals Regulation 2018. During 2024–25, we participated in a wide range of programs and education opportunities within the community including:

- Promoting, partially funding and participating in a pet microchipping and health check day coordinated by Greencross Vets.
- Agreement with Greencross Vets to provide a discounted rate for cat desexing.
- Assisting and supporting NSW Police with specialist services and companion animal reference materials.
- Planning and conducting a high-profile enforcement and education campaign called 'Tag, Wag and Bag.'
- Significantly increasing and targeting high profile recreational open spaces for companion animal offences.
- Participating in dog community events such as Dogs in the Park, Dogs NSW Open Day and adoption days at local pet shops.
- Providing free pet ID Tags for Penrith residents that update their pets details while at events.

Our off-leash dog parks

There are 10 active off-leash dog parks in Penrith. These areas are maintained and improved when funds become available. Our rangers work with the City Presentation team to ensure reliable waste bag removal and replenishment. The off-leash parks are located at:

- Wedmore Road, Emu Plains
- Boundary Road and Soiling Crescent, Cranebrook
- Cullen Avenue, Jordan Springs
- Jamison Park, Racecourse Road, South Penrith
- Doncaster Avenue, Claremont Meadows
- Melville Road, St Clair
- Saddler Way, Glenmore Park
- Victoria Street and Cottage Street Werrington
- Gipps Street Recreation Precinct Claremont Meadows
- Boronia Street and Kurrajong Road North St Marys

Appendix 4

Our 2024–25 program of works

Road Resurfacing by location

Street name	Location	Suburb
Castlereagh Road	#543 to Geebung Close	Agness Bank
Wrench Street	William Street to Cambridge Street	Cambridge Park
Sunflower Drive	Wonnai Place to Nullaga Way	Claremont Meadows
Laycock Road	Hosking Street to Greygums Road	Cranebrook
Mchenry Road	Calypso Road to Sherringham Road	Cranebrook
Bradley Street	Hassall Way to Parkway Avenue	Glenmore Park
Bradley Street	Middlebrook Rise to Glenmore Ridge Drive	Glenmore Park
Third Avenue	Ninth Avenue to Eighth Avenue	Llandilo
Seventh Avenue	The Northern Road to Terrybrook Road	Llandilo
Longview Road	Vineyard Road to The Northern Road	Mulgoa
Borec Road	Casola Place to Jack William Drive	Penrith
Carrington Street	Thomas Street to Oxford Street	St Marys
Hall Street	Mamre Road to Atchison Street	St Marys
Monfarville Street	Margaret Street to Desborough Road	St Marys
The Kingsway	Charles Hackett Drive to Park Front	St Marys

Road reconstruction by location

Street name	Location	Suburb
Old Bathurst Road	Gosling Street to Wedmore Road	Emu Heights
Jamison Road	Bringelly Road to Jean Street	Kingswood
Jamison Road	Victory Street to Castlereagh Road	South Penrith
St Clair Avenue	Coolong Crescent to Banks Drive	St Clair
St Clair Avenue	Bennett Road to Oliver Crescent	St Clair

Footpath Construction by location

Street name	Location	Suburb
Trinity Drive	Richmond Road to Huntingdon Parade	Cambridge Gardens
The Lakes Drive	4 Lakes Dr to 5 Surveyors Creek (Bus Stop)	Glenmore Park
Seventh Avenue	west of school to Wilson Park	Llandilo
Batt Street	#74 to #116	Penrith
Union Lane	existing footpath to car park	Penrith
Andrews Road	at Laycock Street Roundabout	Penrith
Kiparra Crescent	York Road to Lowanna Drive	South Penrith
Stoke Crescent	Reddington Avenue to Bennett Road	South Penrith
Timesweep Park	Timesweep Drive to Rainbow Place	St Clair

Shared footpath reconstruction by location

Street name	Location	Suburb
Coonawarra Drive	Coonawarra Drive to Merino Circuit	St Clair
Bickley Road	Timaru Grove - Southstone Close	South Penrith
Bennett Road (Reserve)	Reddington Avenue to Bennett Road	St Clair
Thurwood Avenue	Cobbs Avenue and Thurwood Ave	Jamisontown

Pedestrian crossing construction by location

Street name	Location	Suburb
Lord Sheffield Circuit	2 pedestrian crossings near Penrith Station and Kleing Place	Penrith
Lord Sheffield Circuit	2 pedestrian and cycle crossings near #60 and #108	Penrith

Pedestrian refuge island construction by location

Street name	Location	Suburb
Monfarville Street	Refuge Island between Lonsdale Street and Desborough Road	St Marys
Capenter Street	Refuge Island at Monfarville Street	St Marys
Burton Street	Refuge Island between Heavey Street and Charles Sturt Drive	Werrington

Speed hump construction by location in

Street name	Location	Suburb
Capenter Street	1 speed hump near Monfarville Street	St Marys
Burton Street	2 speed humps between Heavey Street and Impala Avenue	Werrington
Lord Sheffield Circuit	2 speed humps west of William Hart Crescent	Penrith

Blackspot Program construction by Type and Location

Street name	Location	Suburb
Hewitt Street	New roundabout at Shepherd Street	Colyton
Andrews Road	New roundabout at Laycock Street	Cranebrook
Glenmore Parkway	Speed cushions between Woodlands Drive and Candlebark Circuit	Glenmore Park
Third Avenue	Median islands and speed cushions at Fifth Avenue, Sixth Avenue and Seventh Avenue	Llandilo
Carpenter Street	Speed cushions and pedestrian refuge at existing roundabout at Marsden Road	St Marys

Bus shelter construction by location

Street name	Location	Suburb
Derby Street	135 Derby Street (opposite of Spence Park)	Penrith
Frager Road	155 Frager Road (opposite of St Mary MacKillop Primary school)	South Penrith
Maxwell Street	41A Maxwell Street	South Penrith
York Street	90 York Street	South Penrith
Cook Parade	46 Cook Parade	St Clair

Building Asset Renewal by location

Project description	Location
Emu Plains Kids Place CCC	Emu Plains
Kindana Long Day Care CCC	St Clair
Ridge Park Hall	Oxley Park
Woodriff Gardens Tennis Amenity Upgrade	Penrith
Arthur Neave Tennis Spectator Cover	Werrington
Rance Oval Storage Shed and Shelter	Werrington
West Lane Public Toilets	St Marys
Ripples Outdoor 50m Pool Pipework plumbing	St Marys
Ripples St Marys Heat Pumps	St Marys
High Risk Asset Renewal	Various
Hydrotherapy Air Con, Ventilation and Door Seal Replacement	St Marys
Hydrotherapy window opening sash replacement and Ripples St Marys aluminium folding doors	St Marys
The Joan Lighting Replacement	Penrith
The Joan Air Con Replacement	Penrith
Penrith Baby Health Centre & CWA roof replacement	Penrith
Civic Centre – Executive Office Renewal	Penrith
JSPAC Fire dampers	Kingswood

Building Asset Renewal by location

Project description	Location
Lewers Roof renewal	Emu Plains
Castlereagh Hall	Castlereagh
Ripples St Marys Pool control board & VSD, exhaust fan	St Marys
Ripples St Marys Outdoor retiling and expansion joint repairs	St Marys
Kingsway North Amenities contingency	St Marys
Power pole replacement	Various
The Joan alarm system upgrade	Penrith
Ripples St Marys Heat Pumps additional funds	St Marys
Various smaller Building asset renewal projects	Various

Our summary of Sport & Recreation Strategy projects delivered in 2024–25

Over the past year, Council has delivered a range of significant projects that enhance recreational opportunities and community wellbeing across the City. The Gipps Street Recreation Precinct and Regatta Park are now open, providing vibrant new spaces for active and passive recreation. Significant upgrades have been completed at Andrews Road Baseball and Kingsway Playing Fields, including improved drainage and playing surfaces, while 23 netball courts at Jamison Park have been resurfaced to support local sport at all levels.

New cricket practice wickets have been installed at Monfarville Reserve, enhancing the facilities available to local athletes. Additionally, the Kingsway Sports Complex now boasts upgraded amenities, significantly improving accessibility and comfort for both players and spectators. At Andromeda Reserve, the completion of field drainage and storage works supports year-round use of the grounds.

The Penrith Playspace Project has delivered 5 new playspaces at Jim Anderson Park, Werrington Downs; Dorothy Radford Reserve, St Clair; Gilmour Street Reserve and Ridge Park Reserve, Colyton; and Henry Brigden Park, Penrith. In addition, designs for 16 renewed playspaces across the City have been developed, shaped by extensive community consultation to ensure they reflect local needs and aspirations.

Our works on private land

There were no instances during 2024–25 in which we sought a Council resolution to carry out works on private land.



Appendix 5

Our sustainability and climate change report

Penrith City Council is committed to sustainability, resilience, and continuous improvement. We recognise that this commitment is delivered through our people and practices. Council adopts a quadruple bottom line approach, integrating environmental, social, governance, and economic considerations into our policies, planning, decision-making, and operations. We also strive to balance short-term priorities with long-term community needs, ensuring a sustainable future for Penrith.

Sustainability and resilience are about respecting our people, looking after our places, and delivering services to improve the wellbeing and liveability of our City now and into the future.

Council has a strong history in the area of sustainability and resilience and will use this strong foundation to guide our work into the future. This work will focus on advancing the liveability of the City, providing sustainability leadership, encouraging business innovation and resource efficiency, and supporting sustainable practice within our community.



Our energy and water management

Council has invested considerable effort towards improving the energy and water efficiency of our assets and operations. In 2015 Council established 3 sustainability targets to continue to encourage energy and water efficiency within the organisation and the transition to more sustainable sources of energy and water.

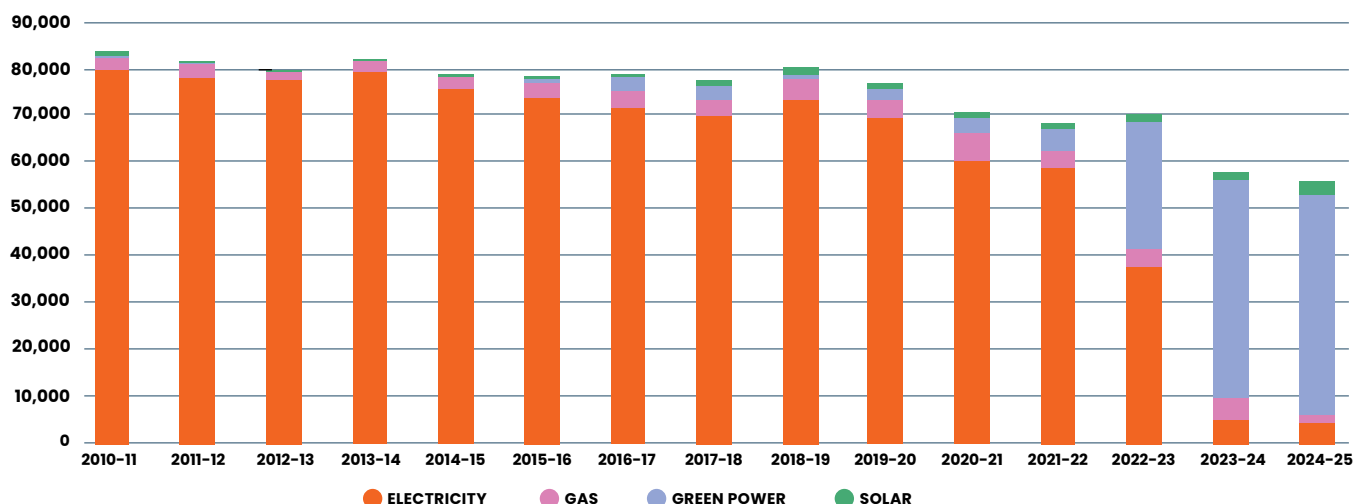
Sustainability targets

- 10% of Council's electricity supplied from low carbon sources by 2030
- 40% reduction in greenhouse gas emissions by 2030 based on 2010-11 levels
- Maximise opportunities for sustainable water sources

Since the baseline year (2010-11), combined energy consumption across all Council assets and facilities has been trending downwards from a high of 83,603GJ in 2010-11 to 57,017GJ in 2024-25, a drop of 31.8% as shown in the energy graph below. This is a result of ongoing energy management and the upgrading and improvement of plant and fixtures at our facilities. In 2024-25 energy use decreased by 0.9% compared to the previous year.

To help achieve this balance, Council is adjusting the energy mix used to power its facilities, with ongoing contributions from rooftop solar. This reflects a consistent shift toward a lower-carbon energy supply and reduced greenhouse gas emissions. Council also continues to provide accredited GreenPower to its facilities, delivering 100% renewable energy to major sites, streetlights, and smart-metered small sites since 1 January 2023, and 20% GreenPower to minor sites with basic meters. In 2024-25, this accounted for 46,016 GJ of energy sourced from accredited low-carbon providers.

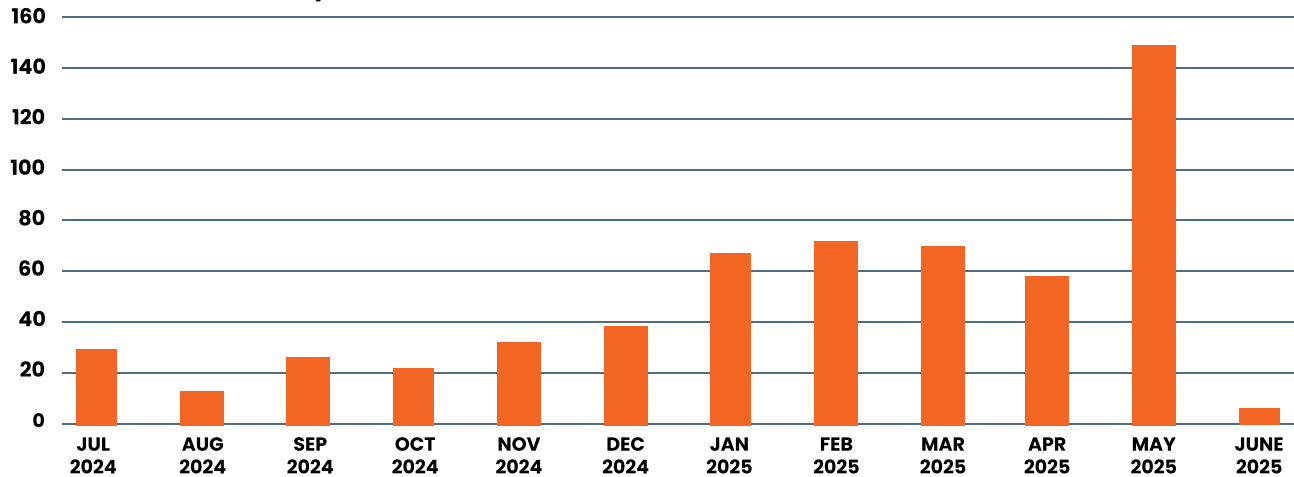
Energy consumption (GJ) across all Council assets from 2010-11 to 2024-25



Our water use

In 2024–25, Council's total potable water consumption across all assets was 282,242 kL, a 21% increase compared to the previous year. This increase is primarily attributed to a 33% reduction in rainfall, with only 578 mm recorded. Recycled water is typically used on 4 playing fields to reduce reliance on potable water. However, the Recycled Water Treatment Plant has remained offline for the past 4 years due to flooding and ongoing upgrade works being undertaken by Sydney Water.

2024–25 Monthly Rainfall

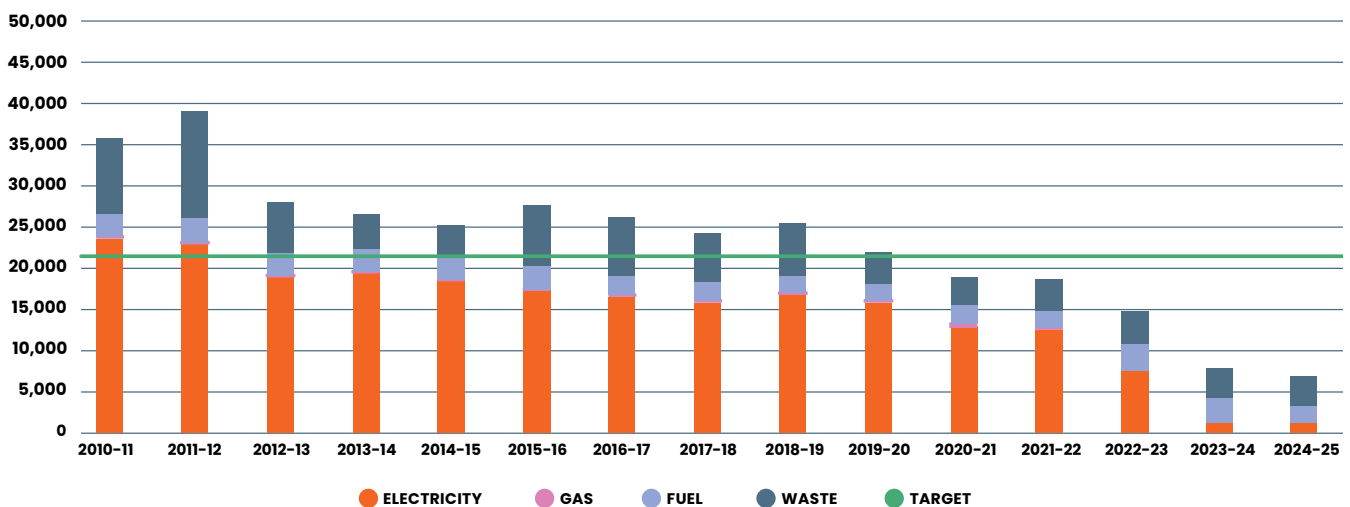


Our emissions

The following graph shows emissions associated with electricity and gas consumption over the last 13 years, along with emissions generated from fuel consumption from Council's fleet, and the disposal of corporate waste. Council's emissions target is shown as the horizontal line.

Since the baseline year (2010–11), combined emissions across electricity, gas, fuel and waste have decreased by 80.3% from 35,722 tonnes of CO₂ equivalent in 2010–11 to 7,043 tonnes in 2024–25. Emissions decreased by 12.5% in 2024–25 compared to the previous year.

Our total emissions (by tonnes of carbon dioxide equivalent) from 2010–11 to 2024–25



Our solar installations and green power

In 2024–25, Council generated 2,074 GJ of electricity from rooftop solar systems installed across 45 sites, marking an 8.6% increase from the previous year. In addition, Council continues to purchase accredited GreenPower for its facilities, supplying 100% renewable energy to major sites, streetlights, and smart-metered small sites since 1 January 2023 and 20% GreenPower to minor sites with basic meters. Together, rooftop solar generation and GreenPower purchases accounted for 48,090 GJ or 84.3% of Council's total energy consumption in 2024–25, up from 83% in 2023–24.

Our sustainability revolving fund

Penrith City Council's highly successful Sustainability Revolving Fund (SRF) was established in 2003 and enables the savings made from sustainability initiatives to be diverted into a designated fund for future sustainability projects. Projects must return the identified savings back into the SRF for a minimum of 3 years. This allows the SRF to continue to support more projects into the future.

The SRF has since been expanded to forward fund the development of feasibility studies and/or business cases for future sustainability-based projects, with investigation into the support of resilience-based initiatives aligned to the Resilient Penrith Action Plan, as a means of increasing Council's capacity to build the resilience of Penrith.

Since its inception, the SRF has supported 57 projects valued at nearly \$4m. The first project involved lighting and air conditioning upgrades. Since then, the SRF has supported the installation of solar panels, efficient lighting upgrades of facilities, heat reflective roof paint, solar hot water systems, electric vehicle charging station infrastructure and LED street lighting. Combined, these projects have saved more than \$1m annually and reduced close to 5,300 tonnes of CO₂ equivalent.

In 2024–25, funding was approved for a lighting upgrade in the Glenmore Park Family Precinct, which is expected to reduce lighting electricity consumption by 62% and cut greenhouse gas emissions by 6 tonnes annually. With projected energy cost savings of just over \$1,700 per year and lower maintenance expenses, the upgrade will deliver both environmental and financial benefits for Council.

A second round of funding has been approved to further enhance play and recreation experiences for both residents and animals in our community. This will support the continued development of cool playgrounds and parks, featuring potable drinking water, shade structures, and the use of reflective and cooling materials. These upgrades, including the installation of additional water bubblers and shade elements, will contribute to cooling the city and strengthening the Penrith community's resilience to extreme heat.

Council is also continuing investigations into future sustainability and resilience initiatives, with more projects planned for the next financial year.

Climate related risks

Council's understanding of the risks and opportunities presented by a changing climate – across its people, environment, infrastructure, assets, financial stability, service delivery, governance, and reputation – has been strengthened through a comprehensive climate risk assessment process. This process has guided the identification of mitigation and adaptation actions to better manage climate-related risks and capitalise on emerging opportunities. It has also directly informed the development and implementation of initiatives within the Resilient Penrith Action Plan.

Applying NARClIM climate modelling scenarios, the key physical climate risks include extreme heat, bushfire and poor air quality, flooding, drought and extreme weather (storms). Council's established corporate risk framework is used to describe, analyse and rate climate risks, and record controls and mitigation actions in place and planned. Climate change risks incorporated in Department Risk Registers are reviewed biannually.

Strategic opportunities identified through this process include expanding the use of on-site solar PV systems as a renewable energy source and increasing the availability of recycled water alternatives. These initiatives aim to provide a reliable, drought-proof water supply for irrigation, supporting investment potential and economic growth across the Penrith community.

Case study

Resilience in action – Recovery on Wheels network

The Penrith region is prone to natural hazards including floods, heatwaves, storms and bushfires. Council is committed to fostering community preparedness and resilience to these hazards, and to supporting community recovery. Working collaboratively with other organisations is key to this work, and one of the ways we do this is through the ROW (Recovery on Wheels) Network.

ROW is a regional network of like-minded organisations, working together to help support communities impacted by natural disasters and coordinating initiatives to boost preparedness and resilience. ROW is jointly coordinated by Penrith and Hawkesbury Councils and includes members from neighbouring councils, NSW and Australian Government agencies and community and non-government organisations. The ROW Network meets on a monthly basis, or more frequently as required, to connect, learn, share and discuss community priorities and emerging needs. The diversity of the membership is a key strength of the network, providing a wide range of perspectives, insights, community connections, and a positive collaborative culture.

A key aim in maintaining the network is to foster strong ongoing relationships to be able to leverage these relationships during future disaster recovery. This ensures that the network can pivot to provide prompt community recovery support. The ROW Network has enabled organisations to activate and mobilise quickly, with assistance from others to respond to community needs and refer community members to other services. Peer-to-peer learning has built the capacity and knowledge of ROW members, enabling them to build resilience within their own organisations and foster resilience within the community.

The ROW network stands as a leading example of how to work collaboratively to create community resilience and adaptive recovery. Its dynamic response to the evolving needs of residents affected by natural disasters exemplifies the power of collaborative efforts and diverse perspectives. As the network transitions its focus towards broader community resilience and preparedness, it continues to embody a proactive approach, ensuring that the communities of Penrith and surrounding regions have the capacity to recover and build their resilience to better cope with and adapt to future challenges.



Our Resilient Penrith Action Plan 2021–30 report

Direction 1. People-centred city

Goal	Action	Timeframe	Progress Status
Building resilience through accessible services and spaces			
Greater visibility of support services	Better leverage existing community and social networks to promote professional health and social services within Penrith	Medium	Completed Leveraging through Council Interagencies, and community services referrals and networks • Sector Connect Program delivery • Delivery of Social capital events and framework development • Row network
	Identify options for an online resource hub to connect community to information and services	Medium	Not commenced
Building resilient individuals	Create a promotional campaign to highlight Penrith localised stresses and building resilience	Short	Completed Resilience in Action video series promoted to the community
	Work with service providers, private sector and education providers to raise youth awareness of education and employment pathways	Short-Medium	Completed Council participation in the Gen STEM program for schools, mentoring students. Promotion of WSU Solar Team. Participation in Careers Expo events, and placement of students within Council departments /traineeships
	Investigate the challenges and opportunities for increasing women's access to education and employment opportunities in the LGA	Medium-Long	Progressing Council internal staff programs including the Evolve Women's Development Program, and other initiatives developed through the Gender Equity Working Group
	Investigate opportunities to pilot a community 'Learn in the Park' program	Medium-Long	Not commenced
	Scope opportunities to work with CALD and migrant communities to identify barriers to employment	Medium	Not commenced
	Investigate opportunities to continue to build digital literacy in the community and increase access to digital services	Short	Completed Services and program to build digital literacy are offered to the community through the library, and other Council services/facilities
	Promotion of existing health and education services, and appropriate resources for Aboriginal and Torres Strait Islander people living in the LGA	Short	Progressing

Direction 1. People-centred city

Goal	Action	Timeframe	Progress Status
Building resilience through accessible services and spaces			
Building purpose driven accessible public spaces	Inclusion of the youth voice in the design of new public spaces	Short-Long	Completed Youth consultation has been included in the design of new parks /recreation facilities Mayoral challenge with students delivered – principles integrated in spaces
	Refer to the NSW Public Spaces Charter to guide the creation of public spaces within Penrith	Short-Medium	Completed Charter is considered as one guidance document during design
	Build on existing mapping of accessible public spaces and green space within the Penrith area and promote these spaces to the community	Medium	Progressing Investigation of available mapping layers for greenspace and cool spaces/facilities is being undertaken. The Social Stories Program has promoted accessible spaces through community stories
Accessibility to Public and Active Transport	Advocate for improved transport connections and frequency of services in rural areas	Short-Medium	Progressing Advocacy is undertaken based on specific transport proposals. The Advocacy Strategy 2025 includes the Western Sydney Rapid Bus Service
	Advocate for increased safety features at transport interchange hub	Medium-Long	Not commenced
	Enhance active transport routes to improve the walkability and rideability of Penrith	Medium	Progressing PATHS Strategy adopted. Walking and cycling for enhanced health is a priority included in the Advocacy Strategy 2025
Access to affordable and appropriate housing	Advocate for more affordable housing options in Penrith	Short-Long	Completed Participation in workshops on affordable housing. Advocacy work undertaken. Affordable Housing Strategy and Action Plan developed and adopted
	Advocate for new developments to include features enabling accessibility and aging in place	Short-Long	Progressing Advocacy as opportunities arise on NSW Government strategy/plans
	Better alignment of future housing type to Penrith Demographics	Medium-Long	Progressing Place based planning including the St Marys Masterplan
	Support service providers in proactively building the resilience and capacity of the homeless community	Short-Medium	Completed Homelessness Interagency in place

Direction 2. Live with our climate

Goal	Action	Timeframe	Progress Status
Cooling the City			
Increase greening and cooling elements across the Penrith LGA	Finalise the Penrith Green Grid Strategy and deliver the actions in the strategy.	Short-Long	Progressing Green Grid Strategy adopted. Identified actions delivered based on funding
	Develop and apply canopy cover targets for the Penrith Local Government Area	Short-Medium	Progressing The canopy cover targets project has been completed, with a report provided recommending canopy cover targets across the Penrith LGA Has not yet been endorsed or applied
	Develop and undertake tree planting projects across Penrith, including suburbs with a high heat vulnerability index	Short-Long	Completed The 'Greening our City' tree planting projects and the Be Cool to School tree planting project has been completed. Tree planting has been undertaken through the Bushcare Program and during specific tree planting events
	Design and develop cool playgrounds and parks incorporating shade and cool materials	Short-Long	Progressing Playground shade project completed
	Identify appropriate locations and install water play, water features and water bubbler infrastructure	Short-Medium	Completed Water refill stations and water features/splash pads installed at nominated parks across Penrith. Further locations in parks/playgrounds have been identified and funded to be installed over the next 2 years
	Implement the Cooling the City Car Park pilot project	Short-Medium	Not commenced Dependent on funding/grant opportunities
	Design and implement greening the city projects (new urban green space, green walls, pop up parks, gardens, light reflective surfaces).	Short-Long	Progressing City Park has been constructed and is open to the public

Direction 2. Live with our climate

Goal	Action	Timeframe	Progress Status
Cooling the City			
Raise community capacity to address urban heat through the delivery of the Cooling the City community engagement program	Implement the annual summer communications 'Beat the Heat' community campaign	Short	Completed Ongoing annual program
	Provide materials/resources for residents to increase capacity to cool their homes	Short	Completed Resources available electronically and distributed as hard copies at community events
	Investigate the feasibility of subsidised heat mitigation solutions for residents	Short-Medium	Not Commenced
	Provide materials/ resources on tree planting in suburban yards.	Short	Completed Resources available on Council's website
	Develop an 'adopt a tree program' with trees provided through Council's Nursery	Medium	Completed The Adopt-A-Tree Program has been developed, with trees from the nursery being made available for residents to adopt to plant trees on their own private space. The program has been delivered over the last 3 years
	Work with schools/childcare centres on planting programs	Short-Medium	Progressing Schools Engagement Package on cooling the city, including tree planting completed
Sustainable urban planning and greening prioritised for development to cool the City	Advocate to the NSW Government and developers for climate adapted buildings, increased percentage of pervious surfaces and greening within new developments	Short-Medium	Completed Cooling the City Planning for Heat Issues Paper was completed and distributed to government agencies
	Advocate to the NSW Government to strengthen planning controls including Exempt and Complying, Standards and BASIX to incorporate cooling the city principles	Short-Medium	Completed Submissions, advocacy, undertaken
	Inclusion of urban heat and cooling the city principles within the Penrith LEP/DCP	Short-Medium	Completed Urban Heat Planning Controls Package developed and adopted
	Develop a Cooling the City package for developers	Medium	Not Commenced

Direction 2. Live with our climate

Goal	Action	Timeframe	Progress Status
Cooling the City			
Monitor and address urban heat challenges	Develop and implement strategies to mitigate the heat island effect in urban centres	Medium-Long	Progressing St Marys Masterplan – Central Park, City Park developed in Penrith CBD
	Apply the Smart Cities Strategy to advance information and technology outcomes, including installing monitoring stations to measure real-time air temperature at locations	Short-Medium	Progressing Initial research / mapping undertaken to identify potential sensor locations
	Define, identify, establish and promote a cool refuge network for the community to utilise during extreme heat/heatwaves	Short-Medium	Progressing Research has been undertaken. Initial discussions have been and are continuing to be held with various community service organisations, churches and other stakeholders
	Investigate and if feasible apply tools/sensors that identify and monitor cool suburbs/spaces/air quality	Medium	Progressing Initial research / mapping undertaken to identify potential sensor locations
	Investigate the feasibility of installing and retrofitting climate adapted bus shelters	Medium	Not Commenced
Natural systems management			
Being a water sensitive city	Application of water sensitive urban design and naturalisation projects	Short-Long	Completed Water Sensitive Urban Design projects ongoing under the Water Sensitive Urban Design Policy, and Stormwater Plan
	Investigate water reuse opportunities and implement recycled water projects for irrigation, flushing and cleaning purposes	Short-Long	Progressing Council is participating in smart irrigation and passive irrigation projects. Council has commenced a project with SWAN Systems
	Advocate for an increase in the BASIX water saving targets	Short-Medium	Not commenced Advocacy to be undertaken in line with the next BASIX review
	Develop and implement a Council/ community water efficiency program	Medium	Progressing Partnered with Sydney Water to promote the Water Fix Program. Water efficiency tips/information included in the Sustainability e-news as part of the water efficiency focus series

Direction 2. Live with our climate

Goal	Action	Timeframe	Progress Status
Natural systems management			
Managing natural systems in a changing climate	Prepare an urban forest strategy to enhance corridors and biodiversity	Medium	Not commenced
	Manage and maintain biodiversity values in a changing climate	Medium – Long	Progressing Partnering with Nature Diagnostic Tool completed, and action plan developed. Pollinator project completed. Biodiversity Strategy Development underway
	Programs to improve the health of waterways and ecosystems and protect their value and services	Medium – Long	Progressing Waterway monitoring is undertaken at nominated sites in Penrith. Partnership projects to restore bushland, riverbanks/creeks. e.g fish habitat re-snagging and platypus projects implemented
Resource and energy efficiency			
Leading by Example in Resource and Energy Efficiency	Set a net zero emissions target and develop a pathway to achieve emissions reduction	Short-Medium	Progressing Initial research phase underway. Scope 3 boundaries have been identified for Council. A Tread Lightly Assessment has been completed
	Conduct research and prepare a plan/pathway for a circular economy applicable to Council functions/ operations	Short-Medium	Completed A Circular Economy Roadmap for Council has been developed. Initiatives identified in the roadmap are being implemented
	Investigate and facilitate opportunities for use of recycled content and materials in projects (e.g. road/pavement/car park/ sporting fields)	Medium	Progressing Pak-Pave coffee cups used in road projects. Materials reused for City Park
	Building sustainability, resource efficiency and resilience into Council managed property/ facilities	Short-Medium	Completed Council Buildings Policy adopted in 2021. To be revised in 2025
Empower the community to increase energy efficiency and reduce peak demand on the grid	Implement community programs to increase energy literacy and efficiency outcomes	Short	Completed Council's Home Energy Saver Program has been delivered to the community

Direction 2. Live with our climate

Goal	Action	Timeframe	Progress Status
Resource and energy efficiency			
Increase the uptake of renewable energy	Undertake research and feasibility studies on installation of solar at Council/community facilities	Short-Medium	Completed Solar systems have been installed at Council facilities
	Undertake research on emerging and innovative technologies and investigate opportunities for renewable energy uptake	Medium-Long	Progressing Research has been undertaken on community batteries technology
	Identify opportunities for increasing electric vehicles in Council's fleet.	Medium - Long	Completed A Fleet and Plant EV Transition Plan has been completed for Council

Direction 3. Connect for strength

Goal	Action	Timeframe	Progress Status
Accessibility of services			
Equal accessibility to information, data and services	Map the user experience for community services across the Penrith area	Medium-Long	Not commenced
	Investigate options for a communications platform to share information in different languages	Medium	Not commenced
	Investigate the feasibility of establishing an English language learning community café in Penrith	Long	Not commenced
	Pilot a place-based model in an area of high vulnerability to test how to best develop resilience at the community level	Short-Medium	Not commenced



Direction 3. Connect for strength

Goal	Action	Timeframe	Progress Status
Connected community			
Building a more connected community	Expand the Village Café program across the Penrith area with a focus on vulnerable communities.	Short-Medium	Completed Village Café temporarily expanded to Wallacia and Londonderry with a focus on emergency preparedness and recovery and community connection
	Continue to work with the Access Committee and apply Disability Inclusion Action Planning to engage with people with disability.	Short	Completed The Disability Inclusion Action Plan has been developed. Consultation with the Access Committee on emergency preparedness and recovery work has been undertaken
	Celebrate and promote diversity, resilience and sustainability through a series of inspirational community talks/events	Short-Medium	Progressing Events and art exhibitions /workshops at the Joan and Gallery. Delivery of the Social Stories Program. One Community, Many Abilities inspiring stories developed to inspire the community
	Build and promote resilience in the community through implementation of programs including 'Penrith Proud' and 'St Marys Strong'	Short-Medium	Completed These programs have been completed
	Continue to deliver the Good Neighbour Program, encouraging people to meet and interact with neighbours	Short	Completed The good neighbour program has been delivered
	Expand the community gardens network in partnership with community groups/organisations	Short-Medium	Progressing Council is awaiting approval of Council's plan of management for community land
	Develop and deliver an urban food community engagement program	Short-Medium	Progressing The community urban food program has been completed. Planning for a new program has commenced
	Investigate opportunities for localised community events to connect local communities	Medium	Progressing Localised community pop-ups and events have been held in specific suburbs. Opportunities are being investigated for further opportunities
	Investigate the feasibility of establishing a community resilience network to build household and community resilience	Medium-Long	Progressing A research project on CRN models/approaches and recommendations for the Penrith context has been completed

Direction 4. Get ready

Goal	Action	Timeframe	Progress Status
Community awareness and preparedness			
Increasing community awareness, preparedness and capacity to adapt to heat and emergencies including bushfire and flood	Promote the 'Get Prepared App' to the community	Short	Completed Promoted the get prepared app during Emergency Ready Week
	Promote the Get Ready Small Business Toolkit to local Businesses	Short	Completed Toolkit on Council's website is linked to the Emergency Dashboard and has been included in the Emergency Ready Business resource developed
	Distribute multi-lingual emergency preparedness information and resources through multiple channels	Short-Medium	Progressing Promotion of resources from emergency agencies. Emergency Dashboard includes a language translation function. Participation in the WSHA Disaster Handbook project, with resources currently being developed in multiple languages
	Engage with community on emergency preparedness through the Village Café	Short-Medium	Completed Attended Village Café and engaged with community on emergency preparedness. Preparedness pop-up events held for the community
	Provide a 'Get Ready' checklist for households	Short	Completed Emergency Ready community booklet and go bag checklist developed as part of Council's emergency preparedness grant program. The Emergency Ready resources are available on the Emergency Ready webpage
	Deliver a Get Ready community expo	Short-Medium	Progressing Get Ready Events have been delivered for the community and community service organisations
	Develop a community emergency dashboard inclusive of the heatwave warning system	Short-Medium	Completed Penrith Emergency Dashboard completed. The Dashboard is live with real-time emergency information/data The dashboard sits on the open data portal platform with a link from Council's website
	Investigate establishing partnership outreach program for vulnerable residents and homeless during heatwave and adverse weather events	Medium-Long	Not commenced

Direction 4. Get ready

Goal	Action	Timeframe	Progress Status
Understanding vulnerability and risk			
Increase preparedness and response through understanding vulnerability and risk	Develop a localised heat consequence management guide and response plan	Short-Medium	Not commenced A Heat Management Guide has been developed at a regional level as a component of the Heat Smart City Plan
	Utilise the Data Strategy and framework to capture, analyse and share vulnerability data	Short-Medium	Completed Vulnerability and resilience data has been captured and is included into the open data portal
	Reduce community exposure/vulnerability to natural hazards through planning controls	Short-Long	Completed LEP/DCP review, SEPP/planning circular implementation
	Enhance scenario planning for adaptive management and preparedness	Medium	Completed Scenario exercise was undertaken by Council's leadership team to increase preparedness. An action has been identified to plan a future exercise schedule
	Map and promote to the community the key evacuation routes and centres for Penrith suburbs	Short-Medium	Completed Mapped and promoted to the community by the emergency services agencies during emergencies. Key evacuation routes included as a map layer on the Penrith Emergency Dashboard
	Review procurement and supply chain processes and procedures to imbed Ecological Sustainable Development principles and resilience	Medium	Progressing A Tread Lightly Assessment has been delivered to assist in targeting the supply chain in building in resilience/sustainability principles. Sustainable Procurement Project Stage 1 completed
	Establish a Vulnerable Community Evacuation Plan in partnership with Emergency and Support Services to create targeted emergency response for vulnerable community members	Medium	Not commenced

Direction 4. Get ready

Goal	Action	Timeframe	Progress Status
Preparing for shocks			
Increase resilience to climate variability and extreme weather events	Advocate for essential upgrades to social housing to mitigate the impacts of urban heat on tenants	Short	Progressing Social housing partnership project completed. Council will continue to identify future advocacy opportunities
	Implement floodplain management and stormwater asset management works to reduce flood risk	Medium-Long	Progressing Flood studies and drainage works are being undertaken for various catchments. State Government have developed the Hawkesbury-Nepean Disaster Adaptation Plan
	Develop and include resilience criteria in the design and construction of new infrastructure and maintenance of existing assets	Medium-Long	Not Commenced
	Advocate for the undergrounding of powerlines in areas across the LGA vulnerable to risk/shocks	Long	Not Commenced

Direction 5. One city

Goal	Action	Timeframe	Progress Status
Knowledge building			
Build knowledge and capacity and make evidence-based decisions	Undertake monitoring and research-based projects in partnership with research institutions	Short-Long	Progressing Council is a partner with WSU and other research organisations on the Managing Resilient Urban Greenspaces Project Continuation of this action as new opportunities arise
	Comprehensive mapping of key risks and vulnerabilities across Penrith	Short	Completed A web-based vulnerability map was completed Resilience data has been built into Council's open data portal Data / mapping to be updated as required
	Apply, where appropriate, guidelines and resources from the Climate Health and Wellbeing Western Parkland City Project	Medium	Completed Council participated in this project. Resources have been utilised, and guidelines will be applied where appropriate



Direction 5. One city

Goal	Action	Timeframe	Progress Status
Collaboration			
Building a culture of collaboration and partnership	Establish ongoing opportunities for connection and collaboration with and between service providers	Short-Medium	Completed Council has established connections/network opportunities with service providers Delivery of the Sector Connect Program
	Participate in and support the Resilient Sydney Program	Short-Medium	Ongoing Attendance at the Ambassador Network meetings and events, participation in the development of the new Resilient Sydney Strategy. Committed to support for future years
	Work collaboratively with the emergency services, health and other organisations to build resilience	Short-Medium	Completed Council has participated in working groups/networks and collaborated with emergency and health services on community pop ups ROW Network meets monthly
	Participate in and work in partnership with the Sydney Science Park to deliver outcomes for our community	Short-Medium	Progressing Council is represented on the Management Group for the Sydney Science Park Urban Living Lab
	Sponsorship of the WSU Solar Car and development of a community engagement and promotion program	Short-Medium	Completed Sponsorship of the Solar Team new 10-year agreement commenced in 2023/2024. Solar Team attended REAL Festival 2024
Leadership			
Promoting local leadership and good governance	Ensure Council's Communications Strategy and engagement approach is inclusive and accessible	Short-Medium	Completed Engagement/Communication strategy developed
	Embed resilience and Sustainable Development Goals in planning and strategic frameworks and as part of core business	Medium-Long	Completed SDG's included in the RPAP and in the Community Strategic Plan (IP&R)
	Investigate the opportunity to establish community 'pop-in sessions' to hear community concerns and ideas in building a resilient Penrith	Medium	Not commenced

Appendix 6

Our Disability Inclusion Action Plan (DIAP) report

Penrith City Council adopted its Disability Inclusion Action Plan (DIAP) in 2022. DIAP achievements in 2024-25 are noted below against our 4 key focus areas.

Focus Area 1

Developing positive community attitudes and behaviors

- Council delivered the '*Inclusive Foundations Framework*' outlining our role in creating an inclusive and accessible workplace, providing guidance on raising awareness and promoting inclusion among staff. Local businesses and social enterprises were also engaged via a survey and workshop to scope the *Inclusive Foundations Pilot*.
- An accessibility-focused tourism photo and video shoot was delivered and now used across campaigns like the Penrith Visitor Guide and Council's accessible attractions blog. Further work was undertaken on the online Heritage Walks with voiceovers and information about accessible facilities.
- Dementia awareness workshops were delivered showcasing a range of accessible resources, including dyslexia-friendly books and audio books. A sensory projector was a highlight of the showcase, receiving excellent feedback.



Focus Area 2

Creating liveable communities

- A temporary/mobile ramp was purchased to support engagement activities in older buildings that lack accessibility features.
- Council has equipped all public computers and laptops within our libraries with NonVisual Desktop Access (NVDA) ensuring greater accessibility for all.
- An inclusive 6-week writing series for adults with disability was delivered in partnership with Varuna, The Writer's Space. Six participants aged between 20 and 70 years attended the workshop.
- Council has delivered several projects prioritising access and inclusion. These include:
 - Gipps Street Recreation Precinct and Regatta Park Upgrade both featuring accessible paths, inclusive play areas, shaded spaces and adult change facilities.
 - Five playspace upgrades followed the NSW Government's Everyone Can Play guidelines.
 - Amenity upgrades to meet accessibility standards at Kingsway North and Monfarville.
 - The recently adopted St Marys Town Centre Master Plan, reviewed accessible parking and pedestrian connectivity to support inclusive design.
 - Three new changing facilities were delivered including Gipps Street and Regatta Park.
 - Six Disability Discrimination Act (DDA) compliant bus shelters were delivered.
- Council has delivered or collaborated with a number of stakeholders to build resilience and awareness for vulnerable groups including:
 - emergency preparedness resources delivered through events such as NAIDOC Week, Seniors Festival and Village Café.
 - Council hosted a Social Capital Masterclass to build capacity of local service organisations to foster social capital and deliver outcomes for vulnerable communities to enhance resilience.
 - coordinating the Recovery on Wheels Network with a key focus on resilience and preparedness in vulnerable communities is ongoing.
 - A contribution was made to the Energy Charter's Power Outage Plan for people with disability and life support needs.
 - collaborated with Penrith Women's Health Centre to deliver the 'Breaking Barriers' forum, highlighting the experiences of women with disability facing domestic and family violence.
 - facilitated guest speaker at the Nepean Domestic Violence Network to discuss NDIS support for children affected by such violence.

Focus Area 3

Support access to meaningful employment

- Opportunities for targeted employment have been identified in the 'Inclusive Foundations' Framework and Pilot. This opportunity will be further explored through the Disability, Inclusion and Equity Strategy scheduled for delivery next financial year.

Focus Area 4

Improving access to mainstream services through better systems and processes.

- Council continues to engage the Access Committee on major developments and precinct renewals.
- Disability inclusive practice training was delivered for directors and Children Services educators. Additionally, the Centre's Inclusion Plan underscores its commitment to inclusive practices and guides its strategies and actions.
- Key partnerships with agencies like KU for training, planning and funding support have been maintained, with 183 children with high support needs funded through the Inclusion Development Fund in the past 11 months.
- Council has engaged the Salvation Army to establish a referral service to their Financial Counselling division to support ratepayers in need. The Council has updated its website with contact details for these services.
- Council continued to distribute up-to-date information on MLAK accessible facilities through its community networks. The Access Maps webpage is regularly updated as new accessible facilities are delivered.
- Village Café provides the community with information on various topics, recently adding guidance on Council communication and the Inclusion Café, which supports disability advocacy.

Case study

Gipps Street Recreation Precinct

In 2024–25, Council delivered the Gipps Street Recreation Precinct as part of its Sport and Recreation Strategy, which offers inclusive play areas, including a water play designed for all abilities and ages; accessible paths; shaded facilities; multi-sport courts; and amenities such as adult change facilities. This is a \$44.5 million investment which converted a 32-hectare former waste facility site into an inclusive community asset which is set to become a popular landmark destination for the local community.

Now one of the region's most popular facilities, the precinct meets diverse community recreation needs, having deservedly received the Community Facility of the Year Award at the 2025 Parks and Leisure Australia NSW/ACT Awards of Excellence, and the Outdoor Sport and Leisure Facility Design Award at the 2025 Australian Sport, Recreation and Play Innovation Awards.



Case study

Inclusive Foundations: A 10-year Disability Employment Framework

Council delivered a 10-year Framework for Disability Employment, the '*Inclusive Foundations*' Framework in June 2025, setting the long-term direction for creating meaningful employment opportunities for people with disability in Penrith. The framework was informed by engagement with local sector stakeholders, job seekers, employees and entrepreneurs with lived experience of disability, disability employment specialists, employers in Penrith, as well as local government best practices.

It outlines 3 key strategic roles for Council: employer, catalyst and economic driver. The catalyst strategy now in design for piloting, focuses on building employer capability to employ people with disability.

Reference material

Our compliance checklist for 2024–25

Description	Reference	Included	Page Number
Within 5 months after the end of (financial) year, prepare a report as to council's achievements in implementing its delivery program and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed.	Local Government Act 1993 (Act) s 428(1) available	N/A	N/A
The annual report of the year in which an ordinary election of councillors is held, must contain council's achievements in implementing the community strategic plan over the previous four years.	Act s 428(2)	N/A	N/A
The annual report must be prepared and endorsed in accordance with Integrated Planning and Reporting Guidelines (IP&R) including councils progress in achieving the quadruple bottom line in the Delivery Program (DP) and Operational Plan (OP) and include information on the delivery of the service reviews council has committed to undertake, the results of those reviews and any changes made to levels of service	Act ss 428(3), 428 (4)(b) & Essential Element 5.2, 5.3 – IP&R Guidelines	Yes	56–100
Must contain a copy of the council's audited financial reports prepared in accordance with the Local Government Code of Accounting Practice and Financial Reporting (may be an attachment).	Act s 428(4)(a)	Yes	150–156 & Council's 2024–25 Financial Statements (available on Council's website)
Must contain a statement detailing the action taken by the council in relation to any issue raised by the Anti-slavery Commissioner during the year concerning the operations of the council and identified by the Commissioner as being a significant issue.	Act s 428(4)(c)	Yes	128
Must contain a statement of steps taken to ensure that goods and services procured by and for the council during the year were not the product of modern slavery with the meaning of the Modern Slavery Act 2018	Act s 428(4)(d)	Yes	128
Copy of the council's annual report must be posted on the council's website and be provided to the Minister for Local Government (via OLG). This can be done by emailing link of the Annual Report to olg@olg.nsw.gov.au .	Act s 428(5)	N/A	N/A
Include particulars of any environmental upgrade agreement entered into by the council.	Act s 54P(1) available	N/A	N/A
Report on activities funded via a special rate variation of general income including: - reporting requirements set out in the Instrument of Approval - projects or activities funded from the variation - outcomes achieved as a result of the project or activities.	Special Rate Variation Guidelines* 7.1	Yes	157
Amount of rates and charges written off during the year	Local Government (General) Regulation 2021 (Reg), s 132	Yes	170

Our compliance checklist for 2024–25

Description	Reference	Included	Page Number
Information about induction training and ongoing professional development: - the names of any mayor or councillors who completed any induction training course, induction refresher course or supplementary induction course during the year, - the names of any mayor or councillors who participated in any ongoing professional development program during the year, - the number of seminars, circulars and other activities delivered as part of the ongoing professional development program during the year.	Reg s 186	Yes	124–125
Must publish an attestation statement indicating whether, during the preceding financial year, the council's audit, risk and improvement committee, risk management framework and internal audit function complied with the requirements prescribed in the Regulation.	Reg s 216T (Act s 428(4)(b))	Yes	131–133
Details, (including purpose) of overseas visits by councillors, council staff or other persons representing council (including visits sponsored by other organisations)	Reg s 217(1)(a)	Yes	142
Total cost during the year of the payment of expenses of, and the provision of facilities to councillors in relation to their civic functions (this amount must equal the reported amount in the financial statements). Identify separate details on the total cost of: - provision of dedicated office equipment allocated to councillors - telephone calls made by councillors - attendance of councillors at conferences and seminars - the provision of induction training and professional development for mayor and other councillors - other training of councillors and provision of skill development - interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses - overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses - expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for the mayor and councillors - expenses involved in the provision of care for a child of, or an immediate family member of a councillor.	Reg s 217(1)(a1) (i), (ii), (iii), (iiia), (iv), (v), (vi), (vii), (viii)	Yes	123
Details of each contract awarded (other than employment contracts & contracts less than \$150,000) including: - name of contractor - nature of goods or services supplied - total amount payable	Reg s 217(1)(a2) (i), (ii)	Yes	165–169

Our compliance checklist for 2024–25

Description	Reference	Included	Page Number
Summary of the amounts incurred by the council in relation to legal proceedings including: - amounts incurred by council in relation to proceedings taken by or against council including out of court settlements (other than those which are not be disclosed) - summary of the state of the progress of each legal proceeding and (if finalised) the result	Reg s 217(1)(a3)	Yes	134–141
Include resolutions made concerning work carried out on private land, including: - details or a summary of any resolutions made under section; and - details or summary of any work carried out, where the charge is less than the approved fee, the proposed fee to be charged and the total amount subsidised by council	Reg s 217(1)(a4) & Act s 67, 67(2)(b), 67(3)	Yes	191
Total amount contributed or otherwise granted to financially assist others.	Reg s 217(1)(a5) & Act s 356	Yes	77
Statement of all external bodies that exercised functions delegated by council.	Reg s 217(1)(a6)	Yes	127
Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest.	Reg s 217(1)(a7)	Yes	128
Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or no incorporated) in which the council participated during the year.	Reg s 217(1)(a8)	Yes	126–127
Statement of activities undertaken to implement its Equal Employment Opportunities (EEO) management plan.	Reg s 217(1)(a9)	Yes	112
Statement of the total remuneration package of the general manager including: - total value of the salary component of the package - total amount of any bonus, performance or other payments that do not form part of the salary component - total amount payable by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the general manager may be a contributor - total value of any non-cash benefits for which the general manager may elect under the package - total amount payable by way of fringe benefits tax for any such non-cash benefits.	Reg s 217(1)(b)(i), (ii), (iii), (iv), (v)	Yes	108

Our compliance checklist for 2024–25

Description	Reference	Included	Page Number
Statement of the total remuneration packages of all senior staff members (other than general manager), expressed as the total (not of the individual members) including: - total value of salary components of their packages - total amount of any bonus, performance or other payments that do not form part of salary components of their packages - total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor - total value of any non-cash benefits for which any of them may elect under the package - total amount payable by way of fringe benefits tax for any such non-cash benefits.	Reg s 217(1)(c) (i), (ii), (iii), (iv), (v)	Yes	108
Statement of total number of persons who performed paid work on Wednesday, 4 December 2024, including, in separate statements, total number of: - persons employed by the council on a permanent full-time, permanent part-time or casual basis or under a fixed-term contract - persons employed by the council as senior staff members, - persons engaged by the council, under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person - persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	Reg s 217 (1)(d) (i),(ii),(iii),(iv)	Yes	108
A statement detailing the stormwater management services provided <i>(if an annual charge is levied)</i>	Reg s 217(1)(e)	Yes	157–161
A statement detailing the coastal protection services provided <i>(if an annual charge is levied)</i> .	Reg s 217(1)(e1)	N/A	N/A

Our compliance checklist for 2024–25

Description	Reference	Included	Page Number
Detailed statement, prepared in accordance with such guidelines as may be issued by the Secretary from time to time, of the council's activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the <i>Companion Animals Act 1988 (CA Act)</i> and the <i>Companion Animal Regulation 2018</i>, including: • lodgement of pound data collection returns with OLG • lodgement of data about dog attacks with OLG, if no known attacks in the year a nil return is required in annual statement • amount of funding spent on companion animal management and activities • community education programs carried out and strategies the council has in place to promote and assist the desexing of dogs and cats • strategies in place for complying with the requirement under s 64 of the CA Act to seek alternatives to euthanasia for unclaimed animals • off leash areas provided in the council area • detailed information on how fund money was used for managing and controlling companion animals in their area.	Reg s 217(1)(f) & Guideline on the exercise of functions under the Companion Animals Act	Yes	185–187
Report on all capital works projects is considered best practice	OLG Capital Expenditure Guidelines	Yes	12–13, 171–180
Councils considered to be 'human service agencies' under the <i>Carers Recognition Act 2010 (CR Act)</i> (provide services directed at carers and/or people being cared for by carers) must report on compliance with the CR Act for the reporting period.	Carers Recognition Act 2010, s 8(2)	N/A	N/A
Information on the implementation of council's Disability Inclusion Action Plan and give a copy to the Minister for Disability Services	Disability Inclusion Act 2014, s 13(1)	Yes	210–212
Particulars of compliance with and effect of planning agreements in force during the year.	Environmental Planning & Assessment Act 1979, s 7.5(5)	Yes	162
Disclosure of how development contributions and development levies have been used or expended under each contributions plan	Environment Planning and Assessment Regulation 2021(EPA Reg) cl 218A(1)	Yes	163–164

Our compliance checklist for 2024–25

Description	Reference	Included	Page Number
Details for projects for which contributions or levies have been used must contain: - project identification number and description - the kind of public amenity or public service the project relates - amount of monetary contributions or levies used or expended on project - percentage of project cost funded by contributions or levies - amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan - value of the land and material public benefit other than money or land whether the project is complete 1. Total value of all contributions and levies received during the year 2. Total value of all contributions and levies expended during the year	EPA Reg cl 218A (2)(a),(c),(d),(e),(f),(g)	Yes	163-164
Recovery and threat abatement plans – Councils identified in a plan as responsible for implementation of measures included in the plan, must report on actions taken to implement those measures as to the state of the environment in its area.	Fisheries Management Act 1994, s220ZT (2)	N/A	N/A
Details of inspections of private swimming pools. Include the number of inspections that: - were of tourist and visitor accommodation. - were of premises with more than 2 dwellings. - resulted in issuance a certificate of compliance under s22D of the SP Act - resulted in issuance a certificate of non-compliance under cl 21 SP Reg	Swimming Pools Act 1992 (SP Act), s 22F(2) & Swimming Pools Regulation 2018 (SP Reg) cl 23	Yes	183-184
Information included on government information public access activity.	Government Information (Public Access) Act 2009, s 125(1) & Government Information (Public Access) Regulation 2018, cl 8, Schedule 2	Yes	142-146



The following table shows items that are also required; are not specifically listed in the Compliance Checklist but have other reporting requirements; or are recognised as good reporting practice.

Information	Description	Page Number
Advocacy	Summary of advocacy activities and key issues	26-31
Audit & Risk	Discuss internal audit, charter and responsibilities, areas of interest, program, findings and recommendations	129-130
	Describe the role, structure and memberships of the Audit and Risk Improvement Committee (ARIC), including member profiles, pictures and summary of its findings	130
	Information about how risk is assessed and incorporated into governance and management of the organisation	128
Awards	Summary of awards and recognition of Council and the community during the year	20-25
Business improvement	Summary of improvement and transformation projects and programs carried out during the year, including results of any reviews and any changes made	100-101
Community health & safety	Details of complaints received and actioned during the year	183
	Summary of inspection programs carried out during the year	183-185
Community services & events	Summary of activities to strengthen our community including First Nations	69-70, 75
	Summary and highlights of Library activities and programs and services offered for the year	71-73
	Summary and highlights of activities and programs and services offered to children for the year	70-71
	Calendar of events for the year	52-53
Economic development	Summary of economic development activities, achievements and key issues during the year	85
Engagement	Summary of Council in the media including social media statistics	32, 99
	Summary of engagement activities during the year and planned activities for the coming year	48-51
Financial	Details of any capital expenditure reviews carried out	181
	Provide statistical summaries including key financial performance indicators and ratios, comparing to previous results.	16-19
Governance & planning	Outline the governance framework, policy and practices including disclosure of governance performance	120
	Summary of public addresses at meetings	121
	Summary of attendance at meetings	121-122
	Disclose any ongoing, upcoming or completed investigations into the organisation by governing or regulatory bodies	N/A
	Describe approach to project governance of major projects, frameworks used, applicable standards and oversight	148-149
	Discuss approach to strategic planning, corporate performance management, asset management and financial management	147
	Discuss codes of ethics/conduct, including information about breaches and/or corruption.	128

Information	Description	Page Number
Overview & organisation	A summary review by the Mayor and General Manager	4-7
	Provide details of governing body - including photos, experience, qualifications and terms of appointment.	40-45
	Provide details of senior executives - including individual or collective photos, experience, qualifications, responsibilities and key changes.	106-107
	Display a chart showing the organisation or corporate structure and lines of responsibility and accountability.	35
Privacy, information & cyber security	Outline approach and activities related to privacy and data, including: - number and type of cyber security and data breaches and corrective actions taken - summary of public interest disclosures - details of Privacy Management Plan	99-100, 146
Sustainability & Resilience	Information about Sustainability and Resilience: - Outline organisation's approach to sustainability - Discuss the process used to identify material risks and opportunities (if appropriate) and how these are managed and mitigated - Discuss the impact of climate-related risks and opportunities. - Include metrics associated with sustainability, - Summary of activities delivered during the year	192-209
Volunteers	Discuss community volunteer involvement	74
Workforce	Provide workforce statistics, over time, including FTE and head counts for permanent/temporary/casual and contracted staff, inclusion/diversity data, retention and turnover rates, and explain significant changes.	109-111
	Outline policies/procedures and activities related to staff recruitment, induction, promotion, education assistance, training and development, approach to individual performance management, wellbeing, appreciation and acknowledgement.	112-115, 117
	Discuss workforce planning activities to address skills shortage and strategies to remedy gaps	112-115
	Describe staff training and development, statistics and comments on their effectiveness including training and awareness sessions related to cyber security.	100, 112-115
	Details on the organisations workplace health and safety (WHS) - Describe WH&S governance arrangements - Describe WH&S performance, including injury and illness data over time (i.e. LTIFR), disclose significant and frequently occurring hazards, the approach used to manage them and comment on the effectiveness of those approaches - Discuss fatalities or serious injuries, disclosure of any adverse findings or breaches of relevant legislation	116-117

Glossary

Action(s):

A resourced critical project or action that will be completed in a 1 to 2-year timeframe. Actions form part of the annual Operational Plan.

Capital budget:

Council's planned expenditure on purchase, sale or construction of items that will provide benefits in future years.

Capital projects:

A project that helps maintain or improve a civil asset, often called infrastructure.

Capital works program:

Council's adopted program for the provision of capital projects.

Civil assets:

Includes roads, drainage systems, bridges, traffic facilities, footpaths, cycleways, signs and street furniture.

Community strategic plan:

Identifies the long-term aspirations that our community wants to see delivered in the City of Penrith over the next 20 years. As the 'big picture' plan for the City, the Community Strategic Plan identifies some outcomes that are beyond Council's responsibilities. The Community Strategic Plan recognises that others in our community (individuals, businesses, governments and agencies) also contribute to future outcomes.

Community outcomes:

High-level objectives or aspirations of the community for the future of Penrith. They are the things that define more specifically what the long-term vision for our city looks like. The outcomes are established by the community, through community engagement and feedback.

Community engagement strategy:

Outlines how Council plans to and maintains regular engagement and discussions with its community and partners.

Delivery program:

Council's work program over 4 years. The Delivery Program sets out clear priorities and ongoing principal activities Council will undertake within our responsibilities and capacity, towards achieving the community outcomes in the Community Strategic Plan.

Function:

A team within a department that undertakes a particular set of activities. Departments may have one or more functions.

Integrated Planning and Reporting Legislation and Framework (IP&R):

The IP&R framework for Local Government was introduced in 2009 as an amendment to the Local Government Act 1993. The reforms replace the former Management Plan and Social Plan with an integrated framework. The IP&R framework consists of a hierarchy of documents including a long-term Community Strategic Plan, a Community Engagement Strategy, a Resource Strategy, a Delivery Program, and an Operational Plan for each elected Council term. The IP&R framework was developed to assist councils to improve their long-term community, financial and asset planning.

Operating budget:

A record of annual transactions that are not allocated in the Capital budget.

Operating projects:

Projects which involve expenditure on services or programs of a non-capital nature.

Operational plan:

Council's annual plan which outlines specific actions, tasks or projects to be undertaken. It includes our annual budget.

Performance measures or performance indicators:

The assessment methods used to determine the effectiveness of the service and activities detailed in the Delivery Program.

Principal activity:

An activity which fulfills a primary function or service that Council delivers or provides. They generally account for more than 20% of a function's resources delivered over the four-year Delivery Program.

Resource strategy:

Outlines Council's capacity to manage assets and deliver services over the next 10 years. The Resource Strategy includes 3 key elements:

- Workforce Plan.
- Asset Management Plan.
- Long-Term Financial Plan.

To prepare the Resource Strategy, Council determines our capacity and how to effectively manage our finances, the sustainability of our workforce, and the overall cost of our community assets.

Restricted assets (Reserves):

Cash and investments that may only be spent on the purpose for which the money was received.

Section 7.11:

The section of the Environmental Planning and Assessment Act that allows Council to require developers to contribute to the cost of community facilities, (formerly section 94).

Section 7.11 Plan:

The formal plan whereby we collect contributions under section 7.11, (formerly section 94).

Stakeholders:

Individuals, groups and organisations who have an interest in our operations.

Strategies:

Strategies are the responses outlining how we will achieve the community outcomes in the Community Strategic Plan. Each community outcome must be accompanied by a list of strategies that respond and will be implemented to achieve each community outcome.

Untied income:

Money received by Council that is not required to be spent on a specific program.

Abbreviations and acronyms

AREAS:

Asset Renewal and Established Areas Strategy.

BAU:

Business As Usual

CBD:

The Central Business District. The CBD is the commercial centre of an urban area. It contains the main shops, offices and financial institutions.

CCC:

A childcare centre, which provides regular full-time or part-time childcare in places specially built or adapted for childcare.

DA:

Development Application. A DA is a formal application submitted to Council for permission to carry out a new development.

DCP:

Development Control Plan. A DCP provides detailed planning and design guidelines to support the planning controls in the LEP.

DIAP:

The Disability Inclusion Action Plan (DIAP) identifies strategies and actions to help make Penrith more accessible and inclusive as required by the Disability Inclusion Act 2014 (NSW).

DPHI:

NSW Department of Planning, Housing and Infrastructure

EEO:

Equal Employment Opportunity. EEO is the principle that states everyone should have equal access to employment opportunities based on merit.

EOI

Expression of Interest.

FOGO:

Food Organics and Garden Organics.

JSPAC:

Joan Sutherland Performing Arts Centre.

LEP:

Local Environmental Plan. An LEP guides planning decisions for local government areas through zoning and development controls. They provide a local framework for the way land can be developed and used.

LGA:

Local Government Area.

LSPS:

Local Strategic Planning Statement. An LSPS sets out the 20-year vision for land use in Penrith. The LSPS recognises the special characteristics which contribute to Penrith's identity and how growth and change will be managed in the future.

LTFP:

Long-Term Financial Plan. An LTFP is a long-term financial plan to express in financial terms the activities that Council proposes to undertake over the medium to longer term to help guide our future actions depending on the longer-term revenue and expenditure proposals.

RFS:

The NSW Rural Fire Service.

RPAP:

Resilient Penrith Action Plan. The RPAP builds awareness, preparedness and the capability of Council and the community to adapt and improve resilience to risks, shocks and stresses. It aims to enhance our capacity to work together in becoming a more resilient city and community.

SEPP:

State Environmental Planning Policies. These NSW Government policies set the rules that control what development can occur on your land. SEPPs apply across NSW. Local environmental plans (LEPs) set planning rules for each local government area.

SES:

The NSW State Emergency Service.

STEM:

Science, Technology, Engineering, and Mathematics as subjects of study.

WHS:

Work Health and Safety. WHS involves the management of risks to the health and safety of everyone in your workplace.

About our Annual Report

Penrith City Council's 2024-25 Annual Report is an important part of Council's commitment to being open and accountable. This report informs our community, stakeholders and other levels of government with a comprehensive account of our achievements and performance over the past 12 months.

This is the third and last Annual Report under Council's 2022-26 Delivery Program, with our new 2025-29 Delivery Program commencing on 1 July 2025. Our 2024-25 Operational Plan and budget have been guiding our activities during the 12-month reporting period from 1 July 2024 to 30 June 2025. This report provides a summary of each of our 5 Community Outcomes, identifying our achievements and the challenges we faced, as well as required statutory information to give an overall picture of the year.

This report is prepared in line with, and demonstrates full compliance with, our responsibilities under the Local Government Act 1993, Local Government (General) Regulation 2021, Integrated Planning and Reporting Guidelines and other legislation.

Case studies are used throughout the report to highlight specific initiatives or projects that have benefited the area and our community during the 2024-25 financial year.

While reporting is a statutory requirement, we strive to report clearly and transparently above and beyond the requirements, as we want to provide our community with a complete picture of all our activities, achievements, challenges and spending.

This report should be read in conjunction with Council's 2024-25 Financial Statements which are available on our website.

Acknowledgements

Penrith City Council would like to acknowledge all staff and photographers who have contributed to the completion of the 2024-25 Annual Report. Thank you for your assistance through the various stages of the production process.

All figures are reported on 30 June 2025 unless otherwise stated.

If you would like to obtain a copy of this report or provide feedback please contact Council at:



corporate.planning@penrith.city



02 4732 7777



**Penrith City Council Attention:
Corporate Planning and Performance
PO BOX 60 Penrith NSW 2751**



**Council's Civic Centre
601 High Street
Penrith NSW 2750.**



Interpreting assistance

ENGLISH	If you do not understand this, please contact the Telephone Interpreting Service on 131 450 and ask them to contact Penrith City Council on your behalf on (02) 4732 7777. Or come to the Council offices and ask for an interpreter.
ARABIC	إذا لم يكن بإمكانك قراءة النص أعلاه، الرجاء الاتصال بخدمات الترجمة الفورية الهاتفية (TIS) على الرقم 131 450 والطلب منهم الاتصال بدورهم بمجلس مدينة بنريث نيابة عنك على الرقم 4732 7777 (02). أو يمكنك الحضور إلى المجلس وطلب ترتيب مترجم فوري لك.
CHINESE	如果您无法阅读这些文字，请致电 131 450 联系电话传译服务中心，请他们代您拨打 (02) 4732 7777 联系 Penrith 市议会。您也可以亲自到市议会来并要求获得口译服务。
GREEK	Αν δεν μπορείτε να το διαβάσετε αυτό, τηλεφωνήστε στην Τηλεφωνική Υπηρεσία Διερμηνέων στο 131 450 και ζητήστε τους να επικοινωνήσουν με το Δήμο Penrith (Penrith City Council) για λογαριασμό σας στον αριθμό (02) 4732 7777, ή ελάτε στη Δημαρχία και ζητήστε διερμηνέα.
HINDI	यदि आप इसे नहीं पढ़ पाते हैं, तो कृपया 131 450 पर टेलीफोन दुभाषिया सेवा से संपर्क करें और उनसे कहें कि वे आपकी ओर से पेनरथि सिटी काउंसिल से (02) 4732 7777 पर संपर्क करें. या आप काउंसिल आएँ और एक दुभाषिया की माँग करें.
ITALIAN	Se non riuscite a leggere questo, contattate il servizio telefonico di interpretariato al numero 131 450 e chiedetegli di contattare da parte vostra il comune di Penrith City al numero (02) 4732 7777 oppure venite in comune e richiedete un interprete.
MALTESE	Jekk ma tistax taqra dan, jekk jogħġbok, ikkuntattja lit-Telephone Interpreting Service fuq 131 450 u itlobhom biex jikkuntattjaw Penrith City Council f'ismek fuq (02) 4732 7777. Jew ejja l-Kunsill u itlob għal interpretu.
PERSIAN	اگر نمی توانید این مطلب را بخوانید، لطفاً به خدمات ترجمه تلفنی به شماره 131 450 زنگ بزنید و از آنان بخواهید با شورای شهر پنریث Penrith City Council به شمار 4732 7777 (02) از جانب شما تماس بگیرند. یا اینکه به شهرداری Council آمده و مترجم بخواهید.
SINGHALESE	ඔබට මෙය කියවීමට නොහැකි නම්, කරුණාකර දුරකථන අංක 131 450 ඔස්සේ දුරකථන පරිවර්තන සේවාව (Telephone Interpreting Service) අමතා ඔබ වෙනුවෙන් දුරකථන අංක (02) 4732 7777 අමතා පෙනීත් නගර සභාව (Penrith City Council) හා සම්බන්ධ කර දෙන ලෙස ඉල්ලා සිටින්න. නැතිනම් නගර සභාව වෙත පැමිණ හඟ පරිවර්තකයකු ලවා දෙන ලෙස ඉල්ලා සිටින්න.
TAMIL	இதை உங்களால் வாசிக்க இயலவில்லை என்றால், 'தொலைபேசி உரைபெயர்ப்பு சேவையை 131 450 எனும் இலக்கத்தில் அழைத்து 'பென்றித் நகரவையுடன் (02) 4732 7777 எனும் இலக்கத்தில் உங்கள் சார்பாக தொடர்பு கொள்ளுமாறு கேளுங்கள். அல்லது நகரவைக்கு விஜயம் செய்து உரைபெயர்ப்பாளர் ஒருவர் வேண்டுமெனக் கேளுங்கள்.
VIETNAMESE	Nếu quý vị không thể đọc được thông tin này, xin liên lạc Dịch Vụ Thông Dịch Qua Điện Thoại ở số 131 450 và yêu cầu họ thay mặt quý vị liên lạc với Hội Đồng Thành Phố Penrith ở số (02) 4732 7777. Hoặc hãy tới Hội Đồng và yêu cầu có thông dịch viên.

Get a copy or provide feedback

Email: corporate.planning@penrith.city
Post: Attn Corporate Planning Penrith Council
PO Box 60,
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