Positively PENRITH

June 2026

Organisational Performance Report

PENRITH CITY COUNCIL

penrith.city

A message from the General Manager

I am pleased to present Council's progress over the past 6 months, highlighting the achievements, challenges and decisions shaping Penrith's future.

As Penrith continues to grow and change, Council remains focused on building on what makes our City special and positioning our community to embrace the opportunities ahead.

This report aligns with Council's *Delivery Program 2025-29* and *2025-26 Operational Plan*, and reflects the long-term aspirations in our community-shaped Community Strategic Plan.

A key priority is ensuring infrastructure, services and investment keep pace with the once-in-a-generation transformation happening on our doorstep.

With Western Sydney International Airport now open for freight, and passenger services starting from late October, and the future Metro rail link from St Marys to follow, Penrith is becoming better connected to the region, the nation and the world.

As the closest city centres to the new airport, Penrith and St Marys are already benefiting from years of strategic planning, advocacy and decision-making by Council.

Our community has been clear that growth must be managed well. Like our community, Council is impacted by rising costs, while also managing ageing assets, the need for new infrastructure, and increasing service expectations. Council is working responsibly with other levels of government while streamlining how we deliver services, so we can strengthen our financial and operational sustainability and continue delivering for Penrith. This will continue to require tough decisions and difficult conversations to ensure that our service levels match our community expectations and balance Council's capacity to fund them.

There is much to look forward to as we bolster Penrith's position as a vibrant, welcoming, connected and liveable City.

This report highlights progress from December to June under the 5 strategic directions that guide our shared vision.

Nurture our environment

- Penrith is home to a wide range of vegetation and native species. Council has developed the *Biodiversity Strategy 2026-36* to build on previous work and ensure that we actively protect, preserve and enhance Penrith's natural environment as our City grows. We gathered community feedback early in the year and adopted the strategy in June.
- In May, Council recorded our biggest Trees for Mum event in its 19 years. We were joined by 660 people at Cadda Ridge Reserve in Caddens on Mother's Day as 544 trees were planted in honour of mums, grandmothers, aunts and mother figures. Propagated at Council's nursery, these trees and shrubs will grow to provide crucial shade and habitat and be a legacy for those that participated.
- During this reporting period, we finished restoring and re-opened part of the Great River Walk that was damaged by floods. Residents and visitors are once again enjoying this popular community access.

Support our wellbeing

- Penrith's cultural life was celebrated on an international stage when Lewers: Penrith Regional Gallery hosted the 25th Biennale of Sydney from March to June. As one of only 5 NSW venues selected, the Gallery showcased works by renowned local and international artists, attracted more than 53,000 visitors and reinforced Penrith's growing cultural profile.
- Council's events program continues to connect our community and support local businesses. In May, more than 10,000 people came together in the CBD for the inaugural Penrith After Dark event, followed by Penrith After Dark Amplified across local restaurants and bars.
- Council is finalising the *Disability Inclusion Action Plan 2026-30*, building on Penrith's leadership in accessibility and setting the next steps to support people with disability to participate fully in community life.
- Council has endorsed the *Draft Reconciliation Action Plan* for exhibition. Informed by years of listening and engagement with First Nations people and services, the plan will improve relationships, cultural awareness and meaningful opportunities across our City.
- Through the *Resilient Penrith Action Plan*, Council engaged hundreds of residents in sustainable gardening, emergency preparedness, and heat and UV awareness activities to strengthen community resilience.

Shape our growing city

- Council's place-based planning focus has shifted to Kingswood and Werrington, a key medical and education hub in Penrith's East-West Corridor. Feedback is now being reviewed on the *Draft Kingswood-Werrington Structure Plan* and *Draft Kingswood-Werrington Place Plan*, which set a 20-year vision and practical actions to support safer, more welcoming centres.
- The Nepean River remains one of Penrith's most valued assets. Council's *Draft Our River Plan* presented to Council in June (on public exhibition 13 August – 20 September) is an extension of the *Our River Master Plan* – which led to the Regatta Park, Tench Reserve and Police Cottage upgrades - with a broader vision for the river corridor across the City.
- Council has strengthened its advocacy for Penrith, continuing to raise our community's priorities with key decision-makers and pursue opportunities that support the City's growth.
- Council has also increased its presence in forums and panel discussions on housing, liveability and development, with Mayor Todd Carney helping lead regional and national conversations through the Outer Western Sydney Alliance (OWSA) of Western Sydney Councils and National Growth Areas Alliance.

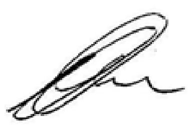
Provide for our lifestyle

- Council resurfaced or reconstructed almost 20,000sqm of road pavement during the reporting period, improving safety for residents and visitors moving across Penrith.
- Council delivered playspace, green space and sporting facility upgrades, from new playgrounds and outdoor fitness equipment to improved tennis courts, supporting active lifestyles and a more liveable City.
- The St Marys central park project is poised to create a civic green heart for the town centre, giving the community a welcoming place to gather while supporting St Marys' future as a more connected, active and liveable centre. Council awarded the construction tender and has commenced early works on the site.

Work together

- Council's Threads and Treads project won the Transition to a Circular Economy category at the Local Government NSW Excellence in the Environment Awards. The initiative diverted 9.2 tonnes of waste from landfill through repair workshops, recycling days, education sessions, clothes swaps and strong community participation.
- Council works proactively to keep our community informed. We currently have more than 67,000 followers across our three main social media channels, reaching our community and professional stakeholders.
- Our community remains at the centre of Council's work. Ongoing engagement with residents, businesses, local organisations, sporting groups and stakeholders continues to shape plans and strategies that futureproof Penrith.

Penrith has an exciting future ahead, and the achievements in this report show what is possible when Council, Councillors, staff and our community work together with purpose and care. I am proud of the progress we are making and look forward to continuing to deliver positive outcomes for our City.



Andrew Moore
General Manager

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.

ABOUT THIS DOCUMENT

This document is an important part of Council's commitment to being open and accountable. This report summarises Council's progress, achievements, challenges and financial performance for the 6 months from 1 January 2026 to 30 June 2026.

Contents

Organisational indicators

Council uses organisational performance indicators to check on how we are performing. The following indicators provide a summary of how we are tracking for the final 6 months of the 2025–26 financial year. These indicators and results help Council plan better and make adjustments if needed.

VARIATION BETWEEN ACTUAL BUDGET AND PLANNED BUDGET (STAY THE SAME)

Council's budgets are prepared annually and phased across quarterly reporting periods. In an organisation the size of Penrith City Council, unplanned events can occur throughout the year, resulting in changes to the forecast budget. Comparing actual expenditure against the planned budget provides an indication of how well budgets are phased and managed. Progress against this indicator can be found in the Chief Financial Officer's report later in this document.

EMPLOYEE LEAVE LEVELS MEET ORGANISATIONAL TARGETS

Leave is an essential part of employee wellbeing, and leave levels help indicate employee engagement levels. Council has targets for staff annual leave, to ensure planned workloads allow staff to take reasonable time off. Measuring unplanned leave (which includes sick leave and carers leave) allows Council to identify possible areas of disengagement. This indicator is reported every 6 months at an organisational level.

Annual leave

TARGET:

100%

of employees to have **less than eight weeks** of accrued annual leave

RESULT:

91.5%

of staff (temporary and permanent) have **less than 8 weeks** of accrued annual leave at 30 June 2026.

This figure represents the period 1 January 2026 to 30 June 2026.

Unplanned leave

TARGET:

Employees to have taken less than

9 days

unplanned leave per financial year, equating to 4.5 days per 6 months.

RESULT:

4.46 days

per employee.

Tracking employee leave indicator helps us to identify leave patterns across the organisation.

Customer Experience Indicators

Number of incoming calls:

71,574

Number of customers served at the front counter:

4,090

Phone call service level (calls answered within 2 minutes)

TARGET:

80%

RESULT:

77.92%

Phone call average speed to answer

TARGET:

75 seconds

RESULT:

61 seconds

After-call satisfaction rating:

96.93%

from 1,173 responses.

We received a mystery shopper score of

91.63%

(target 85%) for front counter interactions (from 27 evaluations).

Our Customer Relationship Management after-case surveys (from 43 responses) received an average score of:

- **4.2/5** overall with *'How satisfied are you with the outcome of your request with Penrith City Council?'*
- **4.4/5** overall with *'How satisfied are you with the customer service provided by Penrith City Council in relation to this request?'*
- **4.2/5** for *'How easy was your interaction with Penrith City Council in relation to this request?'*

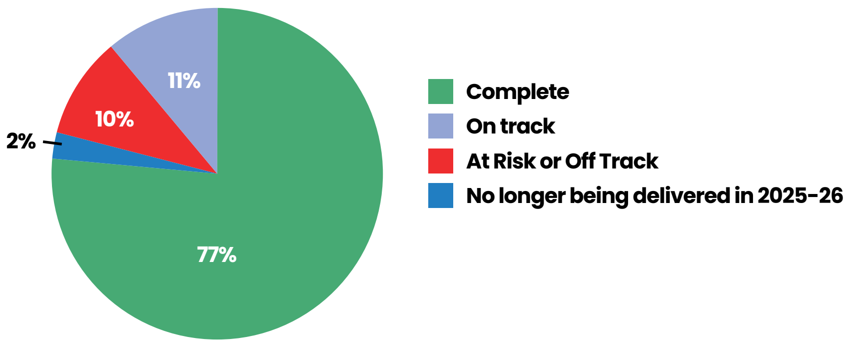
Tracking these indicators helps identify our customers' satisfaction with our services.

Our Performance

Our Operational Plan Actions

At 30 June 2026, 77% (130) of Council's 170 reportable 2025–26 Operational Plan Actions were completed, 10% (17) were at risk or off track, 11% (19) were reported as being on track, 2% (4) are listed as no longer being delivered this year. Further details are provided in the following pages under each strategic direction.

Status of 2025-26 Operations Plan actions as at 30 June 2026



The graph above illustrates that 10% of actions have been reported as being "At Risk" or "Off Track", and 2% of actions reported as "No longer being delivered in 2025-26". Further details are shown in the table below.

AT RISK OR OFF TRACK	
2.2.4b - Deliver and implement a Youth Led Action Plan	Council officers have made significant progress in delivering this action. Following commencement, the project plan and associated delivery timeframes were revised in response to additional planning and coordination requirements identified during implementation. Accordingly, this action is reported as delayed/ off track against the original target date. This action is planned to be delivered by December 2026.
2.2.4c - Deliver the next Disability Inclusion Action Plan	Council officers have made significant progress in delivering this action. Following commencement, the project plan and associated delivery timeframes were revised in response to additional planning and coordination requirements identified during implementation. Accordingly, this action is reported as delayed/ off track against the original target date. This action is planned be delivered by September 2026.
2.4.1b - Develop Community Tenancy Policy and subsidised spaces program	Council officers have made significant progress in delivering this action. Following commencement, the project plan and associated delivery timeframes were revised in response to additional planning and coordination requirements identified during implementation. Accordingly, this action is reported as delayed/ off track against the original target date. This action is planned to be delivered by mid-2027.
2.4.1d - Deliver a new Events Strategy to support a vibrant and connected community and respond to new opportunities	Council officers have made significant progress in delivering this action. Following commencement, the project plan and associated delivery timeframes were revised in response to additional planning and coordination requirements identified during implementation. Accordingly, this action is reported as delayed/ off track against the original target date. This action is planned to be delivered by early 2027.

AT RISK OR OFF TRACK	
3.1.3a - Deliver programs and activities with Penrith's international and regional partners that strengthen economic and cultural benefits for the Penrith community	Council has resolved to dissolve the Penrith International Friendship Committee, enabling the orderly closure of the committee and its activities. Council continues to maintain relationships with existing sister and friendship cities while strengthening connections with organisations such as Korean Trade-Investment Organisation, Austrade and Investment NSW to support investment attraction, economic development and community outcomes for Penrith.
3.2.3b - Assess and determine Development Applications (minor) in a timely manner to meet statutory requirements	Minor DAs were determined in an average of 67 days in the final quarter of 2025-26 due to determining a number of older more complex applications that had to work through various issues including unauthorised works as well biodiversity, flooding and bushfire issues. Overall however, Counci'sl average assessment timeframes for all DAs meets the target set by the Minister.
4.1.3a - Monitor the number of vehicles that have overstayed on Council- owned parking spaces, to contribute to more availability of parking across our City	Council experienced some challenges during the reporting period due to changes in the NSW Government's "print and post" process and associated legislative changes, in addition to technology challenges and a temporary reduction in staff resourcing and staff vacancies..
4.1.6a - Progress the Dunheved Road Upgrade	The delivery of the Dunheved Road Upgrade is Off Track against original timeframes due to several factors. The procurement strategy has been recalibrated, with a focus of delivering the project in Stages. Stage SP1 (Early Works) is nearing completion and encountered challenges/delays with wet weather and utility clashes associated with the works at Orleton Place. These have been resolved and design plans finalised. The next phase, being SP2 is planned to deliver Dunheved Road aligned with the available budget. Council will be presented with a report in Q1 (2026-27) to determine a pathway forward.
4.1.6b - Progress the Coreen Avenue Upgrade	The project continues to face challenges associated with funding constraints and the delivery of the proposed scope. Council recently applied for a scope variation; this was not supported and available funding was further reduced. Council Officers are exploring opportunities and a report will be presented to Council in Q1 (2026-27) to consider a pathway forward.
4.3.4c - Progress the Nursery Redevelopment project	The redevelopment of the Nursery has proven to be an extremely complex project with several latent site conditions emerging throughout the investigations and design phase. Furthermore delays have been due to identifying an appropriate planning pathway for the project. An external planner has been engaged and recommends seeking a DA using "Plant Nursery" characterisation, to do this the proposal will have to be amended to demonstrate "Retail" as principal purpose.
5.2.1b - Provide strategic advice and support, review and analyse engagement activities to ensure Council undertakes best practice engagement	The specialist engagement role that leads this action has been vacant for some time. Despite this, the organisation continues to engage community and other stakeholders in line with the best practice engagement principles in Council's Community Engagement Strategy and Community Participation Plan 2024-28.
5.3.1f - Facilitate effective and timely legislative compliance through a Legislative Compliance Framework which is fit-for purpose, current and adopted by the ARIC	The suite of documents comprising the Legislative Compliance Framework has been reviewed and updated. However, due to the complexities involved in the review of the Enterprise Risk Management Framework, it was not possible to present the updated Legislative Framework in full to the Executive Leadership Team and ARIC. The action is expected to be completed by 31 March 2027.
5.3.1o - Deliver Strategic Business Review projects	Whilst a second review was not commenced, the Business Improvement team responded to emerging organisational priorities, supporting the Delivering for Penrith program, ERP project implementation and EPMO initiatives.

AT RISK OR OFF TRACK	
5.3.2b - Delivery of technology enabled projects: • **Corporate websites replacement** • **Enterprise Resource Planning (ERP)**	The ERP project achieved a successful go-live for the HR Recruitment and HR Learning modules last quarter, with ICT supporting the required integrations and hardware needs. However, the final release of the remaining Payroll and HR modules has been delayed because recent parallel payroll testing identified areas that need further refinement before the project can safely proceed to go-live. The Corporate Website project remains on track for February 2027, with this period focused on building strong foundations through approved governance, endorsed user journeys, completed information architecture testing, schedule alignment with the vendor, and ongoing content audits. Upcoming work includes usability testing, UI design, desktop review and continued content refinement.
5.3.2d - Transition to Digital Environmental Planning Instruments mapping datasets, increasing efficiency and greater visibility of proposed lank in NSW and reduce mapping errors	Delays due to backlog of checking other Councils GIS data who are engaged in the same project. It is now anticipated that the data will be finalised in August 2027.
5.3.2f - Continue implementation of Enterprise Resource Planning (ERP) to transform and uplift Council's operating model and business processes while updating to a modern ERP solution	Several Human Resources modules have gone live, which included Recruitment, Onboarding and Learning. However, the remaining Payroll and HR modules have been delayed due to critical testing showing further refinement is required before the project can proceed to go-live. Project replanning is underway with these issues being worked through.
5.4.2d - Develop and map an interim process for record keeping and information management regarding financial management during emergencies, disruption or crisis, to assist in the development of the ERP	Mapping of the disaster recovery arrangements has commenced. Over the next 12 months further development and implement a Council recovery plan that incorporates disaster recovery funding processes, clear governance arrangements, roles and responsibilities and reporting requirements will be finalised to support effective recovery operations.

NO LONGER BEING DELIVERED IN 2025-26	
2.1.2a - Develop a Social Sustainability Framework to support a socially just Penrith and city for all	Council officers have made significant progress in delivering this action with the work undertaken to date strengthening Council's understanding of social sustainability. The work has highlighted the need for a strong evidence base to support planning, prioritisation and decision-making. As a result, this work has been reframed to investigate developing a Community Wellbeing indicator model that will use data to better understand community wellbeing and identify priority issues. A standalone framework may be revisited in future years as this work matures.
2.4.2d - Complete the community engagement, selection, and endorsement process for the official park name of the St Marys Central Park Project	The current focus has been on progressing construction of the St Marys central park project. The process for naming the park will re-commence in 2026-27, with a report to an Ordinary Council meeting for consideration and endorsement in accordance with the Geographical Names Board process.
2.4.2e - Pilot an accessible web-portal for St Marys Town Centre that maps out current and future projects and sites	The online mapping of current and future projects and sites for St Marys Town Centre will be scoped following the launch of the new corporate website, so that new accessible functionality can be utilised.
5.4.3c - Develop a program, and commence implementation of business planning across the organisation	This action will now be delivered as part of the Delivering for Penrith program in 2026-27.

Tier 1 Projects

Projects and programs are classified as Tier 1 due to either their risk, complexity or strategic impacts for the community.

OUR TIER 1 PROJECTS

At 30 June 2026, 47% (7) Tier 1 projects were reported as being 'On Track' for completion, 33% (5) were reported as being 'At Risk', and 20.0% (3) were reported as being 'Off Track'.

Project delivery at Council is underpinned by the Project Management Framework (PMF), which sets out a tiered governance model ensuring issues and risks are identified early, so that early intervention strategies can be adopted. A summary of the governance forums within the PMF include:

- Project Control Groups — the front line, led by the Project Manager; monitor scope, cost, schedule and quality, manage risks/issues and their mitigations, and escalate any threat to planned timelines with a recommended action.
- Directorate Portfolio Groups — chaired by the Director/ Sponsor; track directorate progress, resolve escalated issues, approve changes within contingency, and escalate matters beyond delegation.
- Executive Leadership Team Program Governance Group — the whole-of-Council forum for Tier 1 projects; provides escalation support, monitors progress, and approves changes above DPG delegation, with EPMO validating framework requirements at each phase gate.

Underpinning all three, the EPMO delivers monthly dashboard and portfolio reporting — aligned to Council's Risk Management Framework — giving executives consistent line of sight over emerging risks and mitigation actions. Together this creates a clear escalation chain (PCG -> DPG -> ELTPGG) that captures issues at the coalface, resolves them at the lowest effective level, and escalates promptly to support timely executive decisions.

It is worth noting that although Council carefully plans for the year ahead, unforeseen circumstances and emerging opportunities can sometimes cause delays or require schedules to be adjusted to ensure the best outcomes for the community.

✓ COMPLETE ➤ ON TRACK ● AT RISK ✗ OFF TRACK

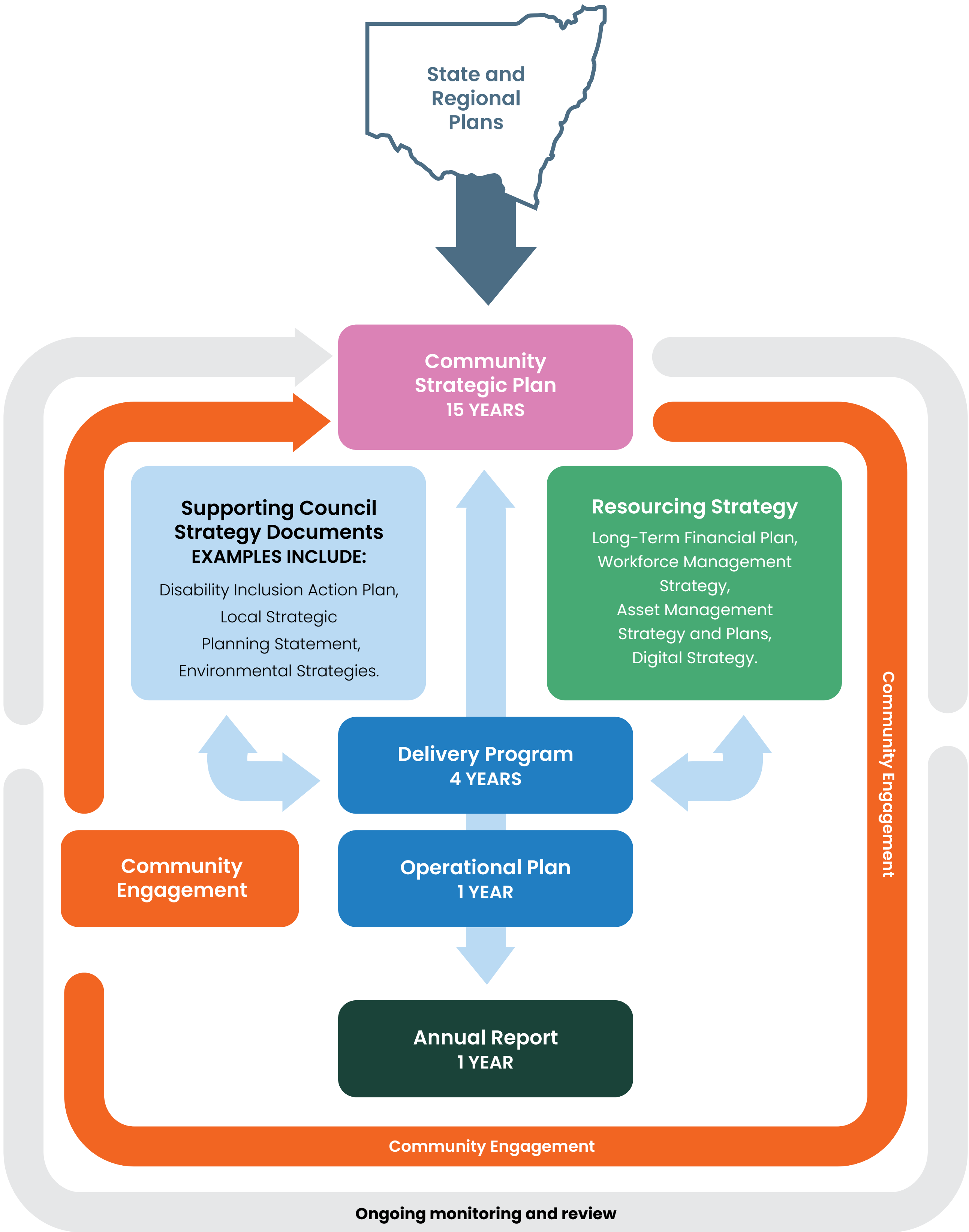
PROJECT	STATUS	COMMENT
Andromeda Oval Storage and Car Park Upgrade	➤	The earlier oval, car park and court work are substantially complete. The project remains on track as planning, design and procurement progress for the additional amenities refurbishment, with stakeholder engagement continuing and delivery staged around seasonal use.
Bennett Park	➤	Construction is established on site, with remediation and delivery activities progressing. Funding milestones and contamination controls continue to be managed, while the project remains within its approved delivery approach.
Cook Park Sports Precinct	●	Negotiations with the preferred design and construct contractor is complete and contracts are being finalised. The project remains at risk while funding arrangements, program realignment and variations are finalised to match the available budget and expenditure deadlines.
Coreen Avenue Intersection Upgrades	✗	Executive Leadership Group Project Governance Group (ELTPGG) endorsed withdrawal after the funding body did not approve the proposed scope redefinition and the remaining funding was insufficient to deliver the works. Design close-out, financial reconciliation, stakeholder communications and an August Council report are being progressed.
Corporate Website Redevelopment	➤	Discovery activities are complete and design is progressing toward the planned February 2027 delivery. Information architecture, content audits, forms review and stakeholder engagement are underway, with the project tracking within the approved budget and program.

✓ COMPLETE ➤ ON TRACK ● AT RISK ✗ OFF TRACK

PROJECT	STATUS	COMMENT
Delivering for Penrith	➤	The program continues its service, assets, workforce and financial sustainability analysis, supported by organisational and community engagement. Governance remains established and work is progressing to refine service profiles, options and benefits.
Dunheved Road Upgrade	●	A staged approach is being progressed to deliver the preferred portion within the available P50 funding. Contract and funding deed amendments, the Main Works Offer and formal Transport for NSW advice remain key dependencies, while utility and cost pressures continue to affect the program.
Enterprise Resource Planning (ERP) Project	●	Several Human Resources modules have gone live, which included Recruitment, Onboarding and Learning. However, the remaining Payroll and HR modules have been delayed due to critical testing showing further refinement is required before the project can proceed to go-live. Project replanning is underway with these issues being worked through.
Great River Walk Lower Path Stabilisation	✗	Tender evaluation is complete, however, consultant engagement and contract award remain paused pending written confirmation of the funding extension to June 2028 and clarification of cost recovery arrangements. Delivery cannot progress until these approvals are received.
Indoor Multi-Sport Arena	●	Schematic design and development approval preparation are progressing against a revised scope. Flooding, contamination, access and budget pressures remain key risks, and design and cost information will continue to be refined before the project advances.
Penrith CBD Multi-Deck Car Park	➤	Council has endorsed the Union Road site and progression to business case. The project is now progressing into detailed business case and design activities, including engagement of project management support and establishment of the next delivery phase.
Nursery Upgrade and Cumberland Plain Improvement	✗	The planning pathway was revised from a Review of Environmental Factors (REF) to a Development Application to support the project's approval requirements. The funding body has approved the Project Variation Request, extending the completion date to 31 August 2028. While the project remains at risk, the revised timeframe provides a clear pathway for completing the required planning and delivery activities.
Parker Street Reserve Upgrade	➤	Amenities refurbishment is underway, asbestos remediation is complete, and the playspace contract has been awarded. Car park procurement is progressing, and value management and approved contingency have improved the budget position.
Playspace Network Upgrade	➤	Thirteen of the 21 playspaces are complete, with the remaining sites progressing through design, procurement, manufacture and construction. Contingency claims and alternative funding options are being managed to support delivery of identified additional works.
St Marys Central Park	●	Early works and site establishment are progressing while design refinement and value management continue. Utility approvals, contamination remediation and cost alignment remain key risks and may affect the construction program and available contingency.

Integrated Reporting

The following pages provide a summary of Council's progress, highlights and challenges against the specific performance measures, activities and actions outlined in our Delivery Program and Operational Plan.



Strategic Direction 1

Nurture our environment

In 2041, our City has grown thoughtfully. Sustainability underpins our decision-making. We continue to innovate and work together to adapt to a changing climate.

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

Strategy 1.1 Enhance natural spaces and protect environment quality

Strategy 1.2 Embrace sustainable innovation and minimise waste

Strategy 1.3 Advance climate resilience and mitigate urban heat

Overview

The following performance indicators help us to measure our effectiveness in delivering on this strategic direction.

OUR PROGRESS AGAINST STRATEGIC DIRECTION 1 KEY PERFORMANCE INDICATORS AS AT 30 JUNE 2026

PERFORMANCE MEASURE	ANNUAL TARGET	DEC – JUN RESULT	ANNUAL RESULT
1.1.1: Improve our biodiversity and safeguard the natural environment			
% of vegetation permit applications assessed within 28 days	90%	95%	93%
Biodiversity Strategy presented to Council for consideration	Dec 2025	Complete	Complete
1.1.2: Protect and improve our natural bushland areas			
% of programmed bush regeneration projects completed	100%	100%	100%
Number of volunteer and community engagement events held	173	319	437
1.1.3: Help minimise impacts on the environment from unauthorised activities			
Average number of investigations per month	80	82	83

OUR PROGRESS AGAINST STRATEGIC DIRECTION 1 KEY PERFORMANCE INDICATORS AS AT 30 JUNE 2026

PERFORMANCE MEASURE	ANNUAL TARGET	DEC – JUN RESULT	ANNUAL RESULT
1.1.4: Manage asbestos incidents and ensure compliance with regulations			
% of asbestos incidents responded to within 4 hours	90%	100%	100%
% of asbestos incidents responded to within 24 business hours	100%	100%	100%
1.1.5: Guide landholders in sustainable practices that enhances public health and environment quality			
% of development applications assessed within 15 business days	85%	84%	83%
% of development applications assessed within 25 business days	100%	94%	94%
% of approval renewals for registered existing On-site Sewage Management (OSSM) systems are issued prior to expiry	100%	100%	100%
% of new installation applications for OSSM systems are assessed and determinations issued	100%	100%	100%
1.1.6: Promote and support First Nations Caring for Country initiatives across our City			
Number of initiatives delivered or supported	3	13	25
1.2.1: Promote resource recovery, waste reduction, and carbon footprint minimisation among residents and businesses			
Kilogram per household collected for resource recovery	N/A	50.52kg	61.02kg
Kilograms per household of waste collected for resource recovery (in lieu of landfilling) with diversion through FOGO, recycling, and supplementary services for textiles, soft plastics, e-waste and problem waste	N/A	308.17kg	581.84kg
Number of businesses serviced	Increase on prior year	2.69%	6.9%
1.2.2: Collaboratively manage illegal dumping across Western Sydney			
% of Illegal dumping incidents actioned within 5 days	95%	98.6%	98.63%
Determine approach to regional dumping when existing RID Squad agreement ends	Jun 26	Complete	Complete
1.2.3: Manage resource recovery and waste collection services			
Waste and Resource Recovery Strategy adopted	Jun 26	Complete	Complete
1.2.4: Develop and deliver initiatives to enhance sustainability			
Revised Sustainability policy and target timeline endorsed, and pathway developed	Jun 26	95%	95%
Development and delivery of pilot 1 of the Council and Community Water Efficiency Engagement program	Jun 26	Complete	Complete
Number of sustainability newsletters per month	1 Minimum	1 per month 6 for the period (1 Jan - 30 Jun 2026)	1 per month 12 for 2025-26
Number of sustainability programs / campaigns delivered	1	4	8
Number of sustainability events delivered	2	4	7
Number of sustainability actions delivered	1 Minimum	5	13

OUR PROGRESS AGAINST STRATEGIC DIRECTION 1 KEY PERFORMANCE INDICATORS AS AT 30 JUNE 2026

PERFORMANCE MEASURE	ANNUAL TARGET	DEC – JUN RESULT	ANNUAL RESULT
1.3.1: Develop and deliver initiatives to respond to climate risk, and enhance resilience			
Review of Resilient Penrith Action Plan completed. Program/ Campaign developed and delivered	Jun 26	Complete	Complete
Number of community programs developed and delivered	2 minimum	5	9
1.3.2: Mitigate risks and impacts on life and property arising from current and future floodplain utilisation			
Meet the adopted milestones and funding targets (across all projects) as prescribed within the project work plan and funding agreement	100%	100%	100%
% of accurate advice provided within the agreed service level targets and response times	100%	100%	100%

The following table shows how we are progressing against the Operational Plan Actions under this strategic direction.

✓ COMPLETE ➤ ON TRACK ● AT RISK ✗ OFF TRACK

OUR PROGRESS AGAINST OUR 2025–26 OPERATIONAL PLAN ACTIONS FOR STRATEGIC DIRECTION 1 AS AT 30 JUNE 2026

ACTION		RESULT
1.1.1a	Assess all vegetation management permits (tree removal/pruning applications) to ensure applicants comply with tree management legislation and minimise unlawful impact on tree management	✓
1.1.1b	Finalise development of the Biodiversity Strategy	✓
1.1.2a	Complete annual programmed bush regeneration projects	✓
1.1.2b	Deliver programmed Bushcare Volunteer Program and community engagement activities	✓
1.1.3a	Undertake investigations of premises to reduce the impact of unlawful activity on the community and the environment	✓
1.1.4a	Respond to asbestos matters relating to Council assets in line with legislative requirements	✓
1.1.5a	Assess Development Applications (Environmental Health & Natural Systems) to ensure development is carried out in an environmentally satisfactory manner to minimise the impact on the environment and health of our community	✓
1.1.5b	Complete Council's annual OSSM Program to help residents comply with environmental health legislation, protect the safety of our community and minimise impact on the environment	✓
1.1.6a	Participate and collaborate with stakeholders on First Nations Caring for Country initiatives that promote social, cultural, economic and ecological outcomes across our city	✓
1.2.1a	Monitor residential supplementary services diverting waste from landfill for resource recovery (soft plastics, textiles, e-waste)	✓
1.2.1b	Offer sustainable resource recovery service options to the community to promote a clean and healthy community and contribute to the circular economy	✓
1.2.1c	Offer sustainable resource recovery service options to the community to promote a clean and healthy community and contribute to the circular economy	✓
1.2.2a	Respond to illegal dumping incidents within nominated timeframes	✓
1.2.3a	Produce a Waste and Resource Recovery Strategy to inform tenders and new contracts to provide sustainable resource recovery options to the community, commercial sector and Council operations	✓

✓ COMPLETE ➤ ON TRACK ● AT RISK ✗ OFF TRACK

OUR PROGRESS AGAINST OUR 2025–26 OPERATIONAL PLAN ACTIONS FOR STRATEGIC DIRECTION 1 AS AT 30 JUNE 2026

ACTION		RESULT
1.2.4a	Review the Sustainability Policy and targets, including the net zero emissions timeline and development of a pathway for achieving emissions reduction	✓
1.2.4b	Develop and implement a Council and Community Water Efficiency Engagement Program	✓
1.2.4c	Engage with the community to promote sustainability practices through e-news, campaigns, events and the delivery of sustainability programs	✓
1.2.4d	Implement the Circular Economy Roadmap to increase resource efficiency, sustainable procurement and work towards regenerating nature	✓
1.3.1a	Undertake a review of the Resilient Penrith Action Plan including Penrith's shocks and stresses, and delivery of a program/campaign to highlight these shocks and stresses and build resilience	✓
1.3.1b	Develop and implement emergency preparedness, recovery and resilience programs to build community resilience	✓
1.3.2a	Progress flood studies and floodplain management plans for identified catchments to provide a contemporary floodplain management framework	✓
1.3.2b	Provide strategic and technical advice to planning and development related matters to ensure developments are consistent with Council and state flood policy	✓

Highlights

Over the last 6 months:

- Council received 156 Vegetation Permit Applications and determined 138 applications. A total of 130 applications were assessed within the 28-day timeframe, achieving an overall performance result of 93% of applications determined within the required timeframe.
- Bushland Management Program continued to deliver maintenance and restoration activities across more than 475 hectares of bushland and natural areas at 93 sites across the LGA, including remnant bushland, water catchments, the Nepean River precinct, urban reserves and road reserves.
    - Since July 2025, the program has facilitated the planting of 20,826 native species, including 3,547 plants delivered by community volunteers, with 16,577 plants installed within biofiltration systems as part of restoration works funded through the Environmental Health Waterways Levy.
    - The program was successfully completed for 2025–26 through the combined efforts of Council's Bushland Management Team, community volunteers, grant-funded projects and contract works.
- Council managed 120 asbestos-related matters, including asbestos incidents, environmental investigations, pre-work investigations and the preparation of Asbestos Management Plans/Hazardous Materials Reports.
    - A total of 78 environmental and asbestos management inspections of contaminated sites were also completed. Council maintained strong response performance, with 100% of asbestos incidents responded to within 4 hours and within 24 hours during normal business hours.
- Council continued to regulate approximately 4,500 On-site Sewage Management (OSSM) systems across the City in accordance with the Local Government Act 1993. The OSSM Program assessed and issued 848 renewal and new operational approvals.
- Council continued to deliver resource recovery initiatives to reduce waste sent to landfill and support sustainable waste management practices.
    - Key achievements included the diversion of 3,387kg of waste through 1,325 ReSmart collections, prior to the program concluding in February 2026, and the collection of 67.92 tonnes of household problem waste, e-waste and other materials through the Penrith Community Recycling Centre and community drop-off events.
- The Western Sydney RID Squad responded to 1,740 illegal dumping incidents across the 6 participating Local Government Areas. Council maintained strong response performance, with 98.6% of incidents actioned within 5 days.

Strategic Direction 2

Support our wellbeing

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

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

Strategy 2.1 Strengthen community resilience, support systems and networks

Strategy 2.2 Support equitable access to community services and facilities

Strategy 2.3 Live safely and enhance community wellbeing

Strategy 2.4 Connect and share in celebration of diversity, culture and creativity

Strategy 2.5 Respect, engage and celebrate First Nations people through reconciliation, historical acceptance and unity

How have we progressed?

The following performance indicators help us to measure our effectiveness in delivering on this strategic direction.

OUR PROGRESS AGAINST STRATEGIC DIRECTION 2 KEY PERFORMANCE INDICATORS AS AT 30 JUNE 2026

PERFORMANCE MEASURE	ANNUAL TARGET	DEC – JUN RESULT	ANNUAL RESULT
2.1.1 Support and partner with local communities to strengthen social capital and enhance community resilience			
Number of Sector Connect sessions delivered	4	10	21
Number of participants (total) at Sector Connect sessions	250	338	813
% participant satisfaction level with Sector Connect sessions	75%	91%	89%
Number of interactions with Sector Connect newsletter	300	2,193	3,890
Number of Village Café sessions delivered	20	12	27

OUR PROGRESS AGAINST STRATEGIC DIRECTION 2 KEY PERFORMANCE INDICATORS AS AT 30 JUNE 2026

PERFORMANCE MEASURE	ANNUAL TARGET	DEC – JUN RESULT	ANNUAL RESULT
Average number of participants at Village Café sessions	20	29	28
Number of first-time Village Café participants per quarter	10	25	58
% participant satisfaction level with Village Café sessions	70%	84%	83%
Estimated reach of Village Café promotion campaign	4,000	8,449	11,569
2.1.2: Develop and implement effective strategies that respond to the impacts of growth, redevelopment and change in our community			
Social Sustainability Framework developed	Dec 2025	20%	20%
% of Community Funding Program distributed	100%	94%	94%
Number of Neighbourhood Renewal activities delivered	20	15	27
Number of participants at Neighbourhood Renewal activities	100+	1,171	1,346
2.2.1: Deliver library services that support a vibrant, connected community			
Complete desktop review of other NSW public library marketing strategies and the Library Council of NSW's marketing and promotion guidelines for public library services in NSW	Sep 2025	Complete	Complete
Consult with key stakeholders to determine what should be included in the marketing guidelines	Dec 2025	Complete	Complete
Draft marketing guidelines based on Council's existing marketing strategies and the research and feedback from desktop review and stakeholder consultation	Mar 2026	Complete	Complete
Review draft marketing guidelines in consultation with key stakeholders and library staff and then finalise guidelines	Jun 2026	Complete	Complete
Conduct a review and statistical analysis of age and usage of the onsite collections at Penrith	Sep 2025	Complete	Complete
Assign and train key library staff to complete physical review of onsite collection	Dec 2025	Complete	Complete
Complete review and de-selection process of non-fiction subject areas that are at capacity	Jun 2026	Complete	Complete
Research library makerspace and creator space facilities and programs at other NSW public libraries and review The Library Council of NSW's Buildings and Spaces Guidelines for Public Library Services in NSW	Sep 2025	Complete	Complete
Consult with key stakeholders to determine need and requirements for the library creator space	Dec 2025	Complete	Complete
Develop a scope for the library creator space based on the research and stakeholder consultation	Mar 2026	Complete	Complete
Develop a business case and draft design for the library creator space	Jun 2026	Complete	Complete

OUR PROGRESS AGAINST STRATEGIC DIRECTION 2 KEY PERFORMANCE INDICATORS AS AT 30 JUNE 2026

PERFORMANCE MEASURE	ANNUAL TARGET	DEC – JUN RESULT	ANNUAL RESULT
2.2.2: Deliver high quality children's services			
% of 3-5yr aged children receive 2 days of affordable preschool under Start Strong Funding from the NSW Government	100%	100%	100%
Long day care utilisation rate	91%	98.8%	101.90%
Before school care utilisation rate	61%	72.7%	73.38%
After school care utilisation rate	79%	96.5%	97.8%
Preschool utilisation rate	91%	91.1%	100.03%
% of customer satisfaction rating of very good and excellent in annual survey	85%	85%	86%
Increase access to Allied Health Services	20%	16%	19%
Children's Services Co-operative to consider optimal operating model scenarios	Dec 2025	Complete	Complete
Council adopts revised Children Services Strategy	Mar 2026	Complete	Complete
2.2.3: Provision and management of cemetery services and facilities			
All relevant regulatory and statutory requirements in relation to the CCNSW Interment Industry Scheme and Category 1 Licence are met	100%	100%	100%
Annual Report developed and finalised	Jun 2026	Complete	Complete
Cemetery Policy adopted by Council	Jun 2026	Complete	Complete
2.2.4: Develop and implement effective strategies that foster a welcoming and inclusive city			
% of assigned Disability Inclusion Action Plan programmed actions completed or on track	90%	90%	90%
% of assigned Youth Action Plan programmed actions completed or on track	90%	83%	80%
% of assigned Multicultural Action Plan programmed actions completed or on track	90%	88%	85%
Youth Led Action Plan adopted by Council	Dec 2025	80%	80%
Disability Inclusion Action Plan adopted by Council	Jun 2026	95%	95%
2.3.1: Promote responsible pet ownership			
Number of educational programs delivered	12	16	27
2.3.2: Collaborate with diverse stakeholders to enhance community wellbeing and foster a safe, welcoming city			
% of assigned Community Safety Plan programmed actions completed or on track	90%	100%	100%
2.3.3: Actively support and improve the safety and health of the community			
% of all food businesses inspected	95%	100%	100%
% of all public swimming pools and splash parks inspected	95%	100%	100%
% of all regulated systems inspected	95%	100%	100%
% of all skin penetration businesses inspected	95%	100%	100%
Average number of residential swimming pool inspections per month	60	47	54

OUR PROGRESS AGAINST STRATEGIC DIRECTION 2 KEY PERFORMANCE INDICATORS AS AT 30 JUNE 2026

PERFORMANCE MEASURE	ANNUAL TARGET	DEC – JUN RESULT	ANNUAL RESULT
% of available Arbovirus trapping opportunities completed during the monitoring season	90%	100%	100%
2.3.4: Ensure buildings constructed are safe and healthy			
Average timeframe to issue Class 1 and 10 Certifications	<50 days	43.4 days	48.3 days
Average response time to complaints	<5 days	1.47 days	1.61 days
2.4.1: Conduct and support inclusive community events and initiatives that enhance culture and creativity, supporting social connection across our City			
% of assigned Cultural Strategy & Action Plan programmed actions completed or on track	15%	18%	18%
Community Tenancy Policy and subsidised spaces program developed	Jun 2026	40%	40%
Net Promotor Score % of REAL Festival participants satisfied with event	NPS=50+	60.9	60.9
REAL Festival Attendance	15,000 per day	16,667/day	16,667/day
Review the REAL Festival Strategy and 10-year Plan (2021–31)	Mar 2026	90%	90%
New Events Strategy developed	Jun 2026	70%	70%
Number of events delivered	7	15	20
Satisfaction level with events	4/5	4.48/5	4.64/5
Number of events sponsored	10	1	8
Number of organisations sponsored	8	1	8
2.4.2: Work in partnership to support the revitalisation of the Penrith, St Marys and Kingswood centres			
Number of partnerships	3	11	21
Number of activations delivered	10	12	17
Number of participants at events	2,000	14,260	16,110
Number of planned actions delivered or commenced	3	12	16
Park name endorsed	Dec 2025	No longer being delivered this year	
Web portal launched	Mar 2026	No longer being delivered this year	
% compliance with accessibility standards	100%	No longer being delivered this year	
Frequency of project updates	Monthly	No longer being delivered this year	
Number of stakeholder engagement activities conducted	6 minimum	7	14
% of stakeholder feedback addressed within agreed timeframes	80%	100%	100%
2.5.1: Partner with First Nations stakeholders to show respect, celebrate culture and respond to emerging opportunities and needs			
Present Draft Reconciliation Action Plan to Council	Jun 2026	95%	95%
Number of community initiatives delivered or supported	3	14	23

✓ COMPLETE ➤ ON TRACK ● AT RISK ✗ OFF TRACK

The following table shows how we are progressing against the Operational Plan Actions under this strategic direction.

OUR PROGRESS AGAINST OUR 2025–26 OPERATIONAL PLAN ACTIONS FOR STRATEGIC DIRECTION 2 AS AT 30 JUNE 2026

ACTION		RESULT
2.1.1a	Develop and deliver the annual Sector Connect Program of community sector training and development	✓
2.1.1b	Deliver the Village Café Program	✓
2.1.2a	Develop a Social Sustainability Framework to support a socially just Penrith and city for all	No longer being delivered this year
2.1.2b	Deliver Community Funding Program	✓
2.1.2c	Deliver the Neighbourhood Renewal Program by working with residents to identify and act on place-based disadvantage	✓
2.2.1a	Develop marketing guidelines for Library Services	✓
2.2.1b	Enhance Penrith Library's onsite collection, with particular focus on nonfiction subject areas that are at capacity	✓
2.2.1c	Investigate and develop a business case for a library creator space at St Marys Library	✓
2.2.2a	Continue to leverage funding opportunities from the NSW and Australian Governments programs and initiatives for Early Childhood Education	✓
2.2.2b	Ensure Long Day Care, OSHC and Preschool Services achieve their utilisation targets	✓
2.2.2c	Deliver quality Children's Services that exceed the needs of our customers	✓
2.2.2d	Finalise Children's Services strategic review	✓
2.2.3a	Ensure full compliance with the Interment Industry Scheme	✓
2.2.3b	Develop and provide an Annual Report for cemetery operations	✓
2.2.3c	Update and revise Council's Cemetery Policy	✓
2.2.4a	Oversee the implementation of endorsed social strategies including the Disability Inclusion Action Plan, the Affordable Housing Strategy and the Multicultural Action Plan	➤
2.2.4b	Deliver and implement a Youth Led Action Plan	✗
2.2.4c	Deliver the next Disability Inclusion Action Plan	✗
2.3.1a	Deliver educational programs around responsible pet ownership	✓
2.3.2a	Oversee the implementation of the Community Safety Plan	✓
2.3.3a	Deliver Council's annual Food Safety Program to help businesses comply with legislative requirements	✓
2.3.3b	Deliver Council's annual Public Swimming Pools and Splash Parks Program to help businesses comply with legislative requirements	✓
2.3.3c	Deliver Council's annual Regulated System Program (Legionella Safety) to help businesses comply with legislative requirements	✓
2.3.3d	Deliver Council's annual Skin Penetration Premises Inspections to help businesses comply with legislative requirements	✓

✓ COMPLETE ➤ ON TRACK ● AT RISK ✗ OFF TRACK

OUR PROGRESS AGAINST OUR 2025–26 OPERATIONAL PLAN ACTIONS FOR STRATEGIC DIRECTION 2 AS AT 30 JUNE 2026

ACTION		RESULT
2.3.3e	Undertake inspections of residential premises containing swimming pools to ensure safety and compliance with legislation	✓
2.3.3f	Complete Council's annual Arbovirus Surveillance Program to help protect the safety of our community	✓
2.3.4a	Undertake building certification assessments to meet legislative requirements	✓
2.3.4b	Respond to fire safety complaints in a timely manner to meet legislative requirements	✓
2.4.1a	Deliver identified actions in the Cultural Strategy & Action Plan for a creative and vibrant Penrith	✓
2.4.1b	Develop Community Tenancy Policy and subsidised spaces program	✗
2.4.1c	Deliver REAL Festival as Council's flagship major event that celebrates our City and supports community connection	✓
2.4.1d	Deliver a new Events Strategy to support a vibrant and connected community and respond to new opportunities	✗
2.4.1e	Develop and deliver an annual Events Program responding to community needs and key observances	✓
2.4.1f	Deliver the Events Sponsorship Program to provide economic and social benefits for Penrith	✓
2.4.2a	Work with external partners including St Marys Town Centre Corporation, Penrith CBD Corporation, Chamber of Commerce and others to leverage resources and deliver on economic and wellbeing outcomes for Penrith	✓
2.4.2b	Develop and deliver an annual Place Activation Program, working in our key city centres, responding to placed based needs and encouraging visitation and engagement with local businesses	✓
2.4.2c	Implement a 24-hour Economy Strategy to support vibrancy, and economic growth and development	✓
2.4.2d	Complete the community engagement, selection and endorsement process for the official park name of the St Marys Central Park Project **This action will be delivered in future years*	No longer being delivered this year
2.4.2e	Pilot an accessible web portal for St Marys Town Centre that maps out current and future projects and sites **This action will be delivered in future years*	No longer being delivered this year
2.4.2f	Facilitate ongoing engagement with key stakeholders and the community to ensure transparency, collaboration, and responsiveness leading up to and throughout the construction phase of St Mary Central Park Project	✓
2.5.1a	Deliver and implement the Reflect Reconciliation Action Plan	➤
2.5.1b	Develop and support community initiatives that promote First Nations social, emotional and cultural wellbeing	✓

Highlights

Over the last 6 months:

- Council continued to deliver the Village Café Program across Kingswood, North St Marys and Llandilo, providing opportunities for social connection, community engagement and access to support services.
  - A total of 12 sessions were delivered, with an average attendance of 29 participants per session, including new participants engaging with the program for the first time.
  - The program featured a range of cultural and wellbeing activities, including drumming workshops, First Nations weaving, bush tucker workshops and henna art, alongside health-focused sessions covering falls prevention, assistance animals, men's health and palliative care planning.
  - Community support initiatives included 14 dental checks, 90 flu vaccinations and distribution of 35 toiletry packs to residents in need.
- Staff completed the assessment and review of the physical non-fiction collection at Penrith Library. The project improved collection presentation through more effective spacing and display of materials, increasing visibility of newly acquired resources and improving customer access.
  - Staff also completed stocktaking activities and received training in collection management procedures, supporting improved accuracy of collection records within the Online Public Access Catalogue and ongoing management of library resources.
- Council's Children's Services continued to strengthen early learning, family support and inclusion initiatives through targeted funding, partnerships and service improvements.
- Council secured funding to support health and development checks for 4-yr-old children, enhanced service capacity through the creation of 16 additional childcare places at Glenmore Park Child and Family Centre and secured ongoing funding for the Children and Parenting Support Services Program until 30 June 2027.
- Council continued to deliver the annual inspection programs of food businesses, public swimming pools and splash parks, skin penetration businesses, and regulated systems.
- Council continued to participate in the NSW Health Arbovirus Surveillance and Mosquito Monitoring Program across 4 monitoring sites at Werrington, Emu Plains, Orchard Hills and Castlereagh.
  - Weekly mosquito monitoring was undertaken throughout the surveillance period, which concluded in April 2026.
  - Ross River virus was detected in mosquitoes during the monitoring period. However, levels remained below the threshold requiring a formal public health response
- Council continued to progress its commitment to reconciliation through the development of the draft Reconciliation Action Plan (RAP). The draft RAP was submitted to Reconciliation Australia for feedback and refinement before being presented to Council and endorsed to proceed to public exhibition.
- Council also supported reconciliation awareness and engagement activities, including National Reconciliation Week events and discussions with Aboriginal community groups, interagency networks and residents to strengthen understanding, partnerships and shared learning.
- Council delivered and supported a range of initiatives that promoted First Nations social, emotional and cultural wellbeing.
  - Key achievements included the delivery of the Muru Murak Junior Ranger Program, providing young people with opportunities for on-Country learning, cultural connection and engagement through partnerships with schools, community organisations and educational institutions.
  - Council also continued to facilitate the Muru Murak Interagency, supporting collaboration, relationship building and collective impact across a network of more than 150 members.

Strategic Direction 3

Shape our growing City

In 2041, strategic planning and collaboration continue to improve the liveability and connectivity of our City. Balanced growth respects our unique local character and delivers a choice of homes and jobs for our diverse community.

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

Strategy 3.1 Grow and support a thriving local economy

Strategy 3.2 Navigate balanced growth and plan strategically

Strategy 3.3 Harness opportunities to boost liveability through advocacy and collaboration

How have we progressed?

The following performance indicators help us to measure our effectiveness in delivering on this strategic direction.

OUR PROGRESS AGAINST STRATEGIC DIRECTION 3 KEY PERFORMANCE INDICATORS AS AT 30 JUNE 2026

PERFORMANCE MEASURE	ANNUAL TARGET	DEC – JUN RESULT	ANNUAL RESULT
3.1.1: Attract investment and grow jobs			
% of programmed Economic Development Strategy actions delivered	90%	90%	90%
New Investment Prospectus complete	Mar 2026	Complete	Complete
3.1.2: Promote Penrith as a desirable place to live, visit, study invest and work through city marketing and economic development initiatives			
% of programmed Visitor Economy Strategy actions delivered	90%	95%	95%
% increase in number of visitors and overnight stays	10%	Data not available	Data not available

OUR PROGRESS AGAINST STRATEGIC DIRECTION 3 KEY PERFORMANCE INDICATORS AS AT 30 JUNE 2026			
PERFORMANCE MEASURE	**ANNUAL TARGET**	**DEC – JUN RESULT**	**ANNUAL RESULT**
Number of campaigns and marketing activities delivered	10	4	21
3.1.3: Leverage International, cultural and economic connections for civic, cultural and economic outcomes			
Number of international and regional partnership activities delivered	10	2	6
3.2.1: Ensure our strategic framework and vision are contemporary and guide land use planning to meet the needs of our community and growing population			
Undertake background evidence reporting to inform centres planning model for Kingswood and Werrington and brief Council	Oct 2025	Complete	Complete
% of planning amendments finalised within the timeframe set by the Gateway Determination	70%	35%	53%
Program developed for updates to LEP, DCP and Contributions Plans	Dec 2025	Complete	Complete
% of planning certificates issued within 5 days	95%	100%	100%
% of urgent planning certificates issued within 48 hours	95%	100%	100%
Present the Draft Our River Plan to Council	Jun 2026	Complete	Complete
3.2.2: Ensure services, facilitates and infrastructure meet the needs of a growing population through the contributions framework			
Number of priority contributions plans updated or established, including city-wide infill plan	3	4	7
Develop a framework for prioritisation of developer contributions revenue	Dec 2025	Complete	Complete
% of VPA initial assessments and responses made within 28 days	80%	75%	88%
3.2.3: Assess, certify and guide sustainable quality development outcomes for the community			
Average overall major DA determination timeframe	<100 days	97 days	101 days
Average overall minor DA determination timeframe	<50 days	56 days	53.5 days
% of public civil asset approvals issued within agreed service level targets and timeframes	100%	100%	100%
% of technical and engineering advice provided within agreed service level targets and timeframes	100%	100%	100%
3.3.1: Collaborate with government and other councils to plan for and respond to key infrastructure projects and planning initiatives			
Number of advocacy submissions made	N/A	6	12
3.3.2 Advocate for and influence state planning policies and legislation to ensure the best result for our city and community			
Number of policy responses made	N/A	15	52
Number of policy and legislation submissions made	N/A	2	3
3.3.3 Support and partner with local emergency services to help protect our city and community			
% of Emergency Management Committee meetings attended by Council	100%	100%	100%

✓ COMPLETE ➤ ON TRACK ● AT RISK ✗ OFF TRACK

The following table shows how we are progressing against the Operational Plan Actions under this strategic direction.

OUR PROGRESS AGAINST OUR 2025–26 OPERATIONAL PLAN ACTIONS FOR STRATEGIC DIRECTION 3 AS AT 30 JUNE 2026

ACTION		RESULT
3.1.1a	Deliver identified actions in the Penrith Economic Development Strategy 2023–2031	✓
3.1.1b	Deliver an updated Investment Prospectus and associated suite of tools	✓
3.1.2a	Deliver identified actions in the Penrith Visitor Economy Strategy 2023–2030	➤
3.1.2b	Deliver and support destination marketing campaigns that attract more visitors to Penrith	➤
3.1.2c	Deliver campaigns and city marketing activities that encourage investment and business growth in Penrith	✓
3.1.3a	Deliver programs and activities with Penrith's international and regional partners that strengthen economic and cultural benefits for the Penrith community	✗
3.2.1a	Continue implementation of Centres Planning Model	✓
3.2.1b	Maintain a contemporary planning framework through the Local Environmental Plan and Development Control Plan	➤
3.2.1c	Provide a timely and accurate planning information service	✓
3.2.1d	Finalise the Draft Our River Plan	✓
3.2.2a	Update contributions plans and prepare new contributions plans for growth areas	➤
3.2.2b	Prepare Voluntary Planning Agreements and Works in Kind Agreements to support infrastructure delivery	➤
3.2.3a	Assess and determine Development Applications (major) in a timely manner to meet statutory requirements	➤
3.2.3b	Assess and determine Development Applications (minor) in a timely manner to meet statutory requirements	✗
3.2.3c	Approval and certification of public civil assets being delivered through development to ensure Council inherits compliant and quality assets	✓
3.2.3d	Provide technical and strategic engineering advice in relation to release area planning to ensure civil infrastructure (roads, drainage) are well planned and delivered	✓
3.3.1a	Advocate for supportive infrastructure through Advocacy Strategy 2025 and in response to government initiatives	✓
3.3.2a	Proactively engage with Australian and NSW Governments in the development of emerging policy to best meet community needs	✓
3.3.2b	Prepare submissions to state policy and legislation	✓
3.3.3a	Attend Local Emergency Management Committee Meetings and partner with Local Emergency Services	✓

Highlights

Over the last 6 months:

- Progress continued on actions identified in the Penrith Economic Development Strategy, with the majority of annual actions progressed during the reporting period.
    - Key initiatives included development and promotion of the St Marys Investment Prospectus and investment attraction campaigns aligned with the St Marys Town Centre Master Plan, support for small and medium enterprises through training opportunities, and promotion of the local cultural and night-time economies through initiatives such as the Biennale and Penrith After Dark.
- Council progressed the development and delivery of investment attraction materials to support economic growth and promote St Marys as an investment destination.
    - Key deliverables included the completion of the St Marys Investment Attraction Video, prospectus, brochure and supporting website resources.
- The investment collateral has been deployed across key industry and business engagement events, including the UDIA NSW Western Sydney Infrastructure Summit, Western Sydney Business Connection State of the Region and Penrith Valley Chamber of Commerce Budget Brunch, supporting ongoing promotion of investment opportunities across the region.
- Council continued to strengthen international and regional partnerships through ongoing engagement with partner cities, seasonal correspondence and collaboration with key stakeholders including AusTrade and Investment NSW.
- Minor Development Applications were determined within an average of 56 days. While determination timeframes remained consistent, the average was influenced by several complex applications requiring resolution of matters including unauthorised works, biodiversity, flooding and bushfire considerations.
- Proactive advocacy efforts continued with Australian and NSW Governments to secure support and resources for policies and infrastructure priorities that enable sustainable growth and deliver outcomes for the Penrith community.
    - Advocacy focused on key priorities including roads, housing, flooding and transport.
- Coordination and chairing of Local Emergency Management Committee meetings continued, ensuring compliance with legislative requirements and supporting effective emergency management governance.

Strategic Direction 4

Provide for our lifestyle

In 2041, our City has well-planned and maintained infrastructure. We can get around easily and access facilities that are appropriate to our needs.

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

Strategy 4.1 Facilitate easy travel through well planned and high-quality infrastructure and networks

Strategy 4.2 Empower participation in sport and recreational activities

Strategy 4.3 Ensure public spaces and facilities are pleasant and fit for diverse needs and uses

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

How have we progressed?

The following performance indicators help us to measure our effectiveness in delivering on this strategic direction.

OUR PROGRESS AGAINST STRATEGIC DIRECTION 4 KEY PERFORMANCE INDICATORS AS AT 30 JUNE 2026

PERFORMANCE MEASURE	ANNUAL TARGET	DEC – JUN RESULT	ANNUAL RESULT
4.1.1: Strategically plan and manage current and future traffic flow, active transport provision and parking of the City			
Number of parking management measures implemented	2	3	6
Strategic Business Case findings, including identification of preferred decked car park in Penrith CBD finalised and presented to Council	Dec 2025	Complete	Complete
Report on options for the implementation of paid parking for Penrith CBD, including consideration of the parking sensor network beyond 2027	Jun 2026	Not Started	Not Started

OUR PROGRESS AGAINST STRATEGIC DIRECTION 4 KEY PERFORMANCE INDICATORS AS AT 30 JUNE 2026			
PERFORMANCE MEASURE	**ANNUAL TARGET**	**DEC – JUN RESULT**	**ANNUAL RESULT**
Number of projects delivered that improve active and/or public transport connectivity	3	10	12
4.1.2: Maintain and improve Council owned public transport assets			
Number of new bus shelters installed	4	4	5
% of scheduled bus shelter maintenance completed	85%	90%	90%
4.1.3: Help ensure efficient and fair use of parking spaces across the City			
% of parking sensor overstay offences processed per month	12%	9.2%	9.35%
4.1.4: Develop and implement road safety programs in collaboration with relevant stakeholders			
Number of projects with funding secured	3	10	15
Number of road safety initiatives delivered	4	14	*22*
4.1.5: Maintain and improve the City's roads, pathways and drainage infrastructure			
Road pavement resurfaced and reconstructed (sqm)	N/A	19,165sqm	78,238sqm
Footpath constructed (km)	N/A	850m	1,148m
Shared path constructed (km)	N/A	0	80m
Amount of waste removed (tonnes) from GPTs	N/A	267t	458t
Number of traffic facilities constructed	N/A	6	10
4.1.6: Plan and implement Council's major transport infrastructure projects to enhance the City's liveability			
Dunheved Road Upgrade - report negotiation outcome to Council	Sep 2025	Complete	Complete
Dunheved Road Upgrade - commence early works	Dec 2025	Complete	Complete
Coreen Avenue Upgrade - complete procurement process	Mar 2026	0%	0%
Coreen Avenue Upgrade - construction commenced	Jun 2026	0%	0%
4.2.1: Plan for open space provision and support the development of community, sports, recreation, playground facilities			
Number of play spaces that consultation and design is completed for	10	15	21
Number of sport and recreation facilities that consultation and design is completed for	2	1	3
Number of playspace construction completed	8	6	10
Number of sport and recreation precinct upgrades completed	6	5	13
2026–31 works program established	Feb 2026	Complete	Complete
4.2.2: Ensure the City's sportsgrounds, parks and open spaces are well maintained and fit for purpose			
% of sportsground maintenance completed as per schedule	85%	90%	89%
% of regular herbicide/pesticide spraying completed as per scheduled program	95%	93%	94%
% of parks and open space maintenance completed as per schedule	85%	90%	90%

OUR PROGRESS AGAINST STRATEGIC DIRECTION 4 KEY PERFORMANCE INDICATORS AS AT 30 JUNE 2026			
PERFORMANCE MEASURE	**ANNUAL TARGET**	**DEC – JUN RESULT**	**ANNUAL RESULT**
4.2.3: Deliver Health, Fitness and Aquatic services to support community lifestyle			
Number of community programs delivered	4	23	51
Average number of participants at programs	20	50	30.5
Number of engagement campaigns delivered	3	7	11
% membership satisfaction through surveys	70%	79%	79%
% compliance with water quality standards at facilities	100%	100%	100%
% of time that facilities are available for use across all venues	80%	94.5%	89%
Community use of facilities	Increase on prior year	21%	13%
Develop and implement Aquatics Plant Assurance Plan	Mar 2026	95%	95%
Aquatics and Health Strategy presented to Sport and Recreation Working Party	Dec 2025	Complete	Complete
4.3.1: Manage and facilitate the use of community, sport, recreation, play and open space facilities			
Sportsground and community facility licence review completed	Jun 2026	Complete	Complete
New sportsground fee structure developed	Jun 2026	Complete	Complete
Number of management committees reviewed	2	2	2
4.3.2: Ensure the City's public amenities and public spaces are inviting and well maintained			
Number of audits on public spaces, including amenities completed	80%	85%	88%
Number of compliance campaigns delivered per month	1	1 per month (total 6)	1 per month (total 12)
4.3.3: Plan and implement Council's major public space, community, and recreation projects to enhance the City's liveability			
St Marys Central Park - complete procurement process	Dec 2025	Complete	Complete
St Marys Central Park - construction commencement	May 2026	Complete	Complete
Indoor Multi-Sport Arena - finalise project delivery model	Sep 2025	Complete	Complete
Indoor Multi-Sport Arena - initial concept design finalised (40%)	Apr 2026	Complete	Complete
Andromeda Oval Storage and Car Park - practical completion	Jun 2026	Complete	Complete
4.3.4: Provision of nursery services to enhance the liveability of our open spaces and bushland			
% of requests for Bushcare projects completed	100%	100%	100%
% of nursery stock provided for use on the City's sportsgrounds, parks and open spaces	N/A	53%	57%
Nursery Redevelopment Project - selection of design and construct contractor	Dec 2025	0%	0%
Nursery Redevelopment Project - commence construction	Mar 2026	0%	0%

✓ COMPLETE ➤ ON TRACK ● AT RISK ✗ OFF TRACK

The following table shows how we are progressing against the Operational Plan Actions under this strategic direction.

OUR PROGRESS AGAINST OUR 2025–26 OPERATIONAL PLAN ACTIONS FOR STRATEGIC DIRECTION 4 AS AT 30 JUNE 2026

ACTION		RESULT
4.1.1a	Develop and implement measures to ensure appropriate parking management across the City	➤
4.1.1b	Work with authorities to improve active and public transport to ensure the community has access to alternative transportation, particularly around schools and rail stations	✓
4.1.2a	Deliver the annual rolling bus shelter renewal program	✓
4.1.2b	Maintain Council's bus shelters throughout the City	✓
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	✗
4.1.4a	Secure appropriate grant funding to address road safety and accident black spots across our local road network	✓
4.1.4b	Advocate for improved road safety across the LGA to ensure a safe and efficient road network	✓
4.1.5a	Deliver the annual Rolling Road Asset Renewal Program	✓
4.1.5b	Deliver the annual rolling Footpath and Shared Pathway Program	✓
4.1.5c	Deliver the annual program of maintenance on Council's drainage infrastructure	✓
4.1.5d	Construction of traffic facilities and associated street lighting	✓
4.1.6a	Progress the Dunheved Road Upgrade	●
4.1.6b	Progress the Coreen Avenue Upgrade	✗
4.2.1a	Completion of consultation and design phases for Sport, Recreation, and Playspace projects	✓
4.2.1b	Implementation of playspace upgrades across the City	✓
4.2.1c	Provide upgrades to sports and recreation precincts	✓
4.2.1d	Update Council's Sport & Recreation Delivery Program	✓
4.2.2a	Maintain the City's sportsgrounds for the community sport needs	➤
4.2.2b	Use preventative action to control the outbreak of weeds in Council-owned spaces	➤
4.2.2c	Maintain the parks and open spaces throughout the Penrith LGA	➤
4.2.3a	Deliver programs for the community to increase participation in leisure and wellness activities	✓
4.2.3b	Undertake engagement campaigns with members	✓
4.2.3c	Provide aquatic and leisure facilities for community use	✓
4.2.3d	Develop an Aquatics and Health Strategy and Advocacy Plan	✓
4.3.1a	Review and update sportsground and community facility licence agreements	✓
4.3.1b	Develop a new sportsground fees and charges structure	✓
4.3.1c	Review the operations of management committees	✓
4.3.2a	Maintain and make our public spaces safe	✓
4.3.2b	Number of campaigns delivered per month	✓
4.3.3a	Progress St Marys Central Park	✓
4.3.3b	Progress the Indoor Multi-Sport Arena	✓

✓ COMPLETE ➤ ON TRACK ● AT RISK ✗ OFF TRACK

OUR PROGRESS AGAINST OUR 2025–26 OPERATIONAL PLAN ACTIONS FOR STRATEGIC DIRECTION 4 AS AT 30 JUNE 2026		
ACTION		**RESULT**
4.3.3c	Deliver Andromeda Oval Storage and Car Park Upgrade	✓
4.3.4a	Provide local endemic native species for bushland projects	✓
4.3.4b	Provision of goods and services to support Council's environmental activities	➤
4.3.4c	Progress the Nursery Redevelopment project	✗

Highlights

Over the last 6 months:

- Council progressed the delivery of new bus shelter infrastructure, completing the installation of 4 new bus shelters at Claremont Meadows, Regentville and St Marys.
    - These works contributed to a total of 5 new bus shelters delivered during the 2025–26 financial year, improving accessibility, amenity and safety for public transport users across the City.
- Electronic parking sensors recorded 1,430,179 individual parking movements, with 1,165,200 movements (81%) compliant with applicable parking restrictions.
- A total of 19,165m² of road pavement resurfacing and reconstruction works were delivered as part of the annual Road Asset Renewal Program. These works supported the ongoing renewal and maintenance of the road network, improving road condition, safety and serviceability for the community.
- A range of road safety improvements were delivered across the City, including the construction of 6 pedestrian and traffic facilities comprising pedestrian crossings, speed cushions and a pedestrian refuge island.
- Council progressed significant upgrades across local sports and recreation precincts to improve accessibility, functionality and community participation opportunities.
    - Key achievements included the completion of surface upgrades at Parker Street Reserve, Penrith and Mulgoa Rise Sports Ground, Glenmore Park, delivery of improvements at Andromeda Drive Reserve, Cranebrook including additional parking, upgraded courts and community amenities, and completion of the Woodriff Gardens Tennis Clubhouse and Amenities Upgrade.
- Further works progressed at Blair Oval and Mavis Harris Clubhouse, Parker Street West amenities and Rance Oval Storage Facility, with floodlight upgrades advancing through design and procurement stages.
- Council maintained approximately 1,200 hectares of active parks across the LGA in accordance with the scheduled weekly maintenance program.
    - Seasonal turf management activities, including the application of high-nitrogen fertiliser, turf renovation works and proactive pre-emergent herbicide treatments, were undertaken to improve turf health, reduce weed pressure and maintain safe, high-quality playing surfaces for community use.
- Aquatic and recreation centres continued to deliver a broad range of health, fitness and community programs. This included 1,316 squad sessions, 10,845 Learn to Swim lessons, 1,280 group fitness classes, 120 Young at Heart classes for older adults, 220 Allied Health classes and 1,966 Allied Health appointments.
    - In addition, 20 member engagement activities and 2 school Learn to Swim programs were delivered, supporting community participation, health and wellbeing across all age groups.
- Council continued to deliver scheduled and reactive maintenance across Council's public spaces and amenities, ensuring facilities remained safe, accessible and welcoming for residents and visitors. Ongoing maintenance activities supported the presentation and functionality of public spaces while responding promptly to reactive maintenance needs to meet the diverse needs of the community.
- The Indoor Multi-Sport Arena progressed through key planning and design milestones. The concept design was endorsed to advance to the next stage of development, with ongoing design refinement, site investigations, specialist studies and stakeholder engagement informing the project.
- Council's nursery supplied 11,685 locally endemic native plants to support bushland restoration projects, biofiltration works and community planting initiatives.
    - Plants were provided for a range of internal projects and community events, including Trees for Mum and Wilson Park, with additional support provided to local schools through the supply of locally sourced native plants.
- Council's nursery continued to support environmental operations by providing goods and services to internal stakeholders.
    - The nursery supplied 26,113 plants, dispensed 603 litres of herbicide and provided 568m³ of bulk materials to support Council's environmental activities, including bushland management, restoration projects and ongoing maintenance programs.

Strategic Direction 5

Work together

In 2041, Council and community continue to have a strong relationship built on trust and communication. Our City is governed responsibly with active community engagement, balancing current and future needs.

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

Strategy 5.1 Communicate and engage effectively

Strategy 5.2 Ensure public participation in collaborative decision making

Strategy 5.3 Act with integrity, transparency and accountability

Strategy 5.4 Manage resources sustainably for current and future generations

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

How have we progressed?

The following performance indicators help us to measure our effectiveness in delivering on this strategic direction.

OUR PROGRESS AGAINST STRATEGIC DIRECTION 5 KEY PERFORMANCE INDICATORS AS AT 30 JUNE 2026

PERFORMANCE MEASURE	ANNUAL TARGET	DEC – JUN RESULT	ANNUAL RESULT
5.1.1: Ensure our community is actively informed about Council's news and activities			
Increase number of followers on corporate social media channels on previous year	>5%	2.55%	4.33%
Number of media releases per quarter	24	38	82

OUR PROGRESS AGAINST STRATEGIC DIRECTION 5 KEY PERFORMANCE INDICATORS AS AT 30 JUNE 2026			
PERFORMANCE MEASURE	**ANNUAL TARGET**	**DEC – JUN RESULT**	**ANNUAL RESULT**
Number of quarterly magazines distributed	1	2	1 per quarter (total of 4)
Undertake the review of Council's communications channels, including 'Our Place' publication	Jun 2026	Complete	Complete
Procurement process for the corporate website upgrade complete	Jun 2026	Complete	Complete
5.1.2: Provide a quality customer experience through the contact centre and front counter in line with the customer promise			
% customer satisfaction after-call survey score	85%	97%	96.7%
% front counter mystery shopping score	85%	91.55%	92.41%
% phone call quality assurance score	85%	91.4%	95.71%
Average speed of call answer	75 seconds or less	62 seconds	56.25 seconds
Front counter % of accurate receipting at front counter	90%	99.67%	99.68%
Inbound service level - percentage of calls answered in 2 minutes	80%	77.56%	79.8%
Customer Experience Strategy finalised and endorsed	Dec 2025	Complete	Complete
5.1.3: Provide inclusive communications that reflect and involve the diverse audience groups within our City			
% of imagery of our diverse community used in communication campaigns	50%	Complete	Complete
5.1.4: Lead public affairs to support the organisation to achieve its objectives			
Strategic Public Affairs Framework in place and reviewed	Jun 2026	Complete	Complete
Number of strategic events and activities supported	N/A	114	251
5.2.1: Ensure our community is engaged and have the opportunity to actively participate in the governance of our City			
% Engagement guidelines are up to date and integrated into engagement planning	80%	70%	70%
Deliver report on whole of organisational engagement performance	2 (6 monthly)	0	0
5.3.1: Lead the organisation's excellence efforts to ensure it is operating effectively, efficiently, transparently and compliant to manage risks and continuously improve			
The Public Land Register updated regularly	Quarterly	Complete	Complete
Ensure return to the Centre for Property Acquisitions complete	Annually	Complete	Complete
% of applications lodged pursuant to GIPA processed within prescribed timeframes	100%	100%	100%
% of non-litigated claims settled (where relevant)	90%	100%	100%
Review of Risk Framework completed and reported to Audit Risk and Improvement Committee (ARIC)	Jun 2026	Complete	Complete
Number of 6 monthly operational risk reviews reported to Executive Leadership Team (ELT) and ARIC	2	4	5
Number of strategic risk reviews reported to ELT and ARIC	3	5	7

OUR PROGRESS AGAINST STRATEGIC DIRECTION 5 KEY PERFORMANCE INDICATORS AS AT 30 JUNE 2026

PERFORMANCE MEASURE	ANNUAL TARGET	DEC – JUN RESULT	ANNUAL RESULT
Review of Legislative Compliance Framework completed and reported to ARIC	Jun 2026	80%	80%
Number of 6-monthly legislative compliance reviews reported to ELT and ARIC	2	4	6
% of internal audits endorsed by the ARIC are finalised	90%	91%	91%
% of prosecutions commenced by Council have a successful outcome	90%	100%	100%
Number of legal matters training and awareness programs delivered	3	4	4
Formal process for record keeping and information management finalised	Jun 2026	Complete	Complete
Number of Code of Conduct training and awareness programs delivered	2	2	2
% of Pecuniary Interest reporting complete and fully compliant	100%	100%	100%
% of Public Interest Disclosure reporting complete and fully compliant	100%	100%	100%
Number of LEAP projects completed	2	2	2
Number of process improvement projects completed	4	7	12
Number of Strategic Business Review projects completed	2	2	3
Completion of organisational self-assessment using the ABEF framework	Jun 2026	Complete	Complete
5.3.2: Ensure the Council's information technology, business systems and data are contemporary and secure, meeting the needs of both the organisation and the community			
% of cyber security incidents prevented	100%	100%	100%
Corporate website replacement completed	Jun 2026	Complete	Complete
Data migration and integration to support the implementation milestones of the finance and payroll components of ERP completed	Jun 2026	40%	40%
% of service desk tickets closed in 5 days	85%	79%	79%
Customer Satisfaction with response to service desk requests	95%	96%	96%
% of PCs replaced	20%	14%	14%
System / network downtime (occurrences)	<5 per annum	0	2
Transition to digital Environmental Planning Instruments mapping datasets completed	Dec 2025	90%	90%
ICT Outage Management Approach Finalised	Jun 2026	Complete	Complete
Complete payroll & HR implementation components of ERP	Mar 2026	80%	80%
ERP finance system built and user acceptance testing commenced	Jun 2026	40%	40%

OUR PROGRESS AGAINST STRATEGIC DIRECTION 5 KEY PERFORMANCE INDICATORS AS AT 30 JUNE 2026			
PERFORMANCE MEASURE	**ANNUAL TARGET**	**DEC – JUN RESULT**	**ANNUAL RESULT**
ERP asset management system built and user acceptance testing commenced	Jun 2026	15%	15%
5.4.1: Reduce Council's reliance on rateable income by progressively delivering the financial objectives of the Property Investment Strategy			
% of occupancy of the property investment portfolio	90%	100%	100%
Number of strategic property opportunities that are progressing in accordance with their respective programs	5	8	16
Review Property Investment Strategy	Sep 2025	Complete	Complete
Establish Investment Review Panel	Sep 2025	Complete	Complete
5.4.2: Strategically manage Council's assets, fleet and plant to minimise risk, reflect lifecycle costs and meet community needs			
% of known assets included in a single asset register	100%	80%	80%
% of Asset Management Plans updated	100%	55%	55%
% of stormwater assets updated and added to inventory	100%	80%	80%
Interim Financial Records and Information Management Process finalised	Jun 2026	25%	25%
% of fleet and plant scheduled services completed	100%	100%	100%
New City Presentation Depot Strategy developed	Jun 2026	Complete	Complete
5.4.3: Ensure the organisation's sustainability through effective integrated planning and reporting including strategic finance, asset, workforce and project management			
2026–27 Operational Plan is complete and compliant	Jun 2026	Complete	Complete
Annual review of Delivery Program is complete and compliant	Jun 2026	Complete	Complete
June 25 Organisational Performance is complete and compliant	Aug 2025	Complete	Complete
Annual report is complete and compliant	Nov 2025	Complete	Complete
December 25 Organisational Performance is complete and compliant	Feb 2026	Complete	Complete
Business planning program developed and implementation commenced	Jun 2026	No longer being delivered this year	No longer being delivered this year
% of current strategies linked to the Community Strategic Plan and actions allocated to the Delivery Program and Operational Plan	100%	100%	100%
Resourcing Strategy is reviewed and an agreed improvement program and completed	Jun 2026	Complete	Complete
Delivering for Penrith program of works agreed and complete actions identified	Jun 2026	Complete	Complete
% of Asset Renewal Programs developed	100%	70%	70%
% of planned Workforce Strategy programs of work delivered	90%	90%	90%
Organisational Action Plan responding to Employee Engagement Survey finalised	Oct 25	Complete	Complete
Launch Employee Value Proposition	Sep 2025	Complete	Complete

OUR PROGRESS AGAINST STRATEGIC DIRECTION 5 KEY PERFORMANCE INDICATORS AS AT 30 JUNE 2026			
PERFORMANCE MEASURE	**ANNUAL TARGET**	**DEC – JUN RESULT**	**ANNUAL RESULT**
September 2025 Quarterly Financial Review complete and compliant	Nov 2025	Complete	Complete
December 2025 Quarterly Financial Review complete and compliant	Feb 2026	Complete	Complete
March 2026 Quarterly Financial Review complete and compliant	May 2026	Complete	Complete
2026–27 Annual Budget and the Long-Term Financial Plan finalised	Jun 2026	Complete	Complete
Audited Annual Financial Statements complete and compliant	Oct 2025	Complete	Complete
Complete internal review of Project Management Framework	Jun 2026	Complete	Complete
Council's Tier One projects loaded and reported in project management software	100%	100%	100%

✓ COMPLETE ➤ ON TRACK ● AT RISK ✗ OFF TRACK

The following table shows how we are progressing against the Operational Plan Actions under this strategic direction.

OUR PROGRESS AGAINST OUR 2025–26 OPERATIONAL PLAN ACTIONS FOR STRATEGIC DIRECTION 5 AS AT 30 JUNE 2026

ACTION		RESULT
5.1.1a	Regularly communicate Council news to the Penrith LGA community via multiple corporate communication channels	✓
5.1.1b	Commence upgrade of corporate website	✓
5.1.2a	Ensure continuous quality improvement across all contact centre channels to help ensure we keep our customer promise	✓
5.1.2b	Monitor trends across all contact centre channels to identify and address any gaps to help ensure we keep our customer promise	✓
5.1.2c	Develop a Customer Experience Strategy and have it endorsed	✓
5.1.3a	Reflect our diverse community via communication channels	✓
5.1.4a	Oversee public affairs initiatives under strategic framework	✓
5.1.4b	Provide public affairs counsel and support to mayor and executive	✓
5.2.1a	Develop, maintain and review the Community Engagement Framework	✓
5.2.1b	Provide strategic advice and support, review and analyse engagement activities to ensure Council undertakes best practice engagement	✗
5.3.1a	Ensure the public land register is current and available for viewing on Council's website	✓
5.3.1b	Maintain public accountability for all compulsory acquisitions undertaken by Council	✓
5.3.1c	Respond to Government Information (Public Access) Act 2009 informal and formal applications promptly and thoroughly	✓
5.3.1d	Manage claims to mitigate financial and reputational risks	✓
5.3.1e	Facilitate effective and timely enterprise risk management through a risk framework which is fit-for-purpose, current and adopted by the ARIC	✓
5.3.1f	Facilitate effective and timely legislative compliance through a Legislative Compliance Framework which is fit-for purpose, current and adopted by the ARIC	✗
5.3.1g	Deliver the Annual Internal Audit Program to provide Council with assurance and advice on areas assessed as presenting the highest risk	✓
5.3.1h	Conduct prosecutions and civil litigation in alignment with Council priorities	✓
5.3.1i	Conduct training sessions for staff on relevant legal matters	✓
5.3.1j	Develop and map a formal process for record keeping and information management during emergencies, disruption or crisis	✓
5.3.1k	Provide training and promote awareness of Code of Conduct	✓
5.3.1l	Ensure all statutory reporting requirements are met	✓
5.3.1m	Deliver the planned 2025–26 LEAP program projects	✓
5.3.1n	Deliver process improvement projects	✓
5.3.1o	Deliver Strategic Business Review projects	✗
5.3.1p	Establish an organisational improvement culture	✓

✓ COMPLETE ➤ ON TRACK ● AT RISK ✗ OFF TRACK

OUR PROGRESS AGAINST OUR 2025–26 OPERATIONAL PLAN ACTIONS FOR STRATEGIC DIRECTION 5 AS AT 30 JUNE 2026		
ACTION		**RESULT**
5.3.2a	Keep Council's cyber security 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	✓
5.3.2b	Delivery of technology enabled projects: • Corporate website replacement • Enterprise Resource Planning	✗
5.3.2c	Manage and maintain Council's ICT infrastructure, software and networks to ensure employees can work efficiently and effectively	➤
5.3.2d	Transition to Digital Environmental Planning Instruments mapping datasets, increasing efficiency and greater visibility of proposed lank in NSW and reduce mapping errors	✗
5.3.2e	Explore approaches to managing major ICT outages, including strategies for alerting and communicating with staff	✓
5.3.2f	Continue implementation of Enterprise Resource Planning (ERP) to transform and uplift Council's operating model and business processes while updating to a modern ERP solution	✗
5.4.1a	Progressively achieve the financial deliverables in the adopted Property Investment Strategy	✓
5.4.1b	Progress strategic property opportunities that contribute to the delivery of the adopted Property Investment Strategy	✓
5.4.2a	Consolidate all existing asset records into a single asset register for a more accurate and holistic view of Council's asset register	➤
5.4.2b	Update 2026–27 Asset Management Plans for Transport, Stormwater, Open Space and Building Asset Classes to meet mandatory requirements	➤
5.4.2c	Develop an accurate inventory of stormwater assets to allow visibility of assets to assist in planning	➤
5.4.2d	Develop and map an interim process for record keeping and information management regarding financial management during emergencies, disruption or crisis, to assist in the development of the ERP	✗
5.4.2e	Maintain Council's fleet and plant according to Council maintenance standards	✓
5.4.2f	Investigate future-focused City Presentation Depot Strategy	✓
5.4.3a	Ensure all Integrated Planning & Reporting planning requirements are met	✓
5.4.3b	Ensure all Integrated Planning & Reporting requirements are met	✓
5.4.3c	Develop a program and commence implementation of business planning across the organisation *This action will be delivered in 2026–27 as part of the Delivering for Penrith program	No longer being delivered this year
5.4.3d	Monitor Council strategies to ensure they respond to community priorities and are integrated into Council's business planning	✓
5.4.3e	Review the current Resourcing Strategy to develop an agreed program for improvement that optimises sustainable resource allocation while considering community and organisational expectations	✓
5.4.3f	Review Council's organisational ability to deliver on the future of Penrith and the community's aspirations for the City. This will be facilitated through community consultation and explore our current capacity and funding options including a review of assets, service levels, alternate revenue streams and a potential special rate variation	✓

✓ COMPLETE ➤ ON TRACK ● AT RISK ✗ OFF TRACK

OUR PROGRESS AGAINST OUR 2025–26 OPERATIONAL PLAN ACTIONS FOR STRATEGIC DIRECTION 5 AS AT 30 JUNE 2026		
ACTION		**RESULT**
5.4.3g	Develop a 5-year Asset Renewal Program for Road Pavement, Footpath and Stormwater Drainage	➤
5.4.3h	Deliver identified programs of work in Council's 2025–29 Workforce Management Strategy	✓
5.4.3i	Provide accurate and timely information on Council's financial performance and plan to address long-term financial sustainability	✓
5.4.3j	Ensure compliance with all regulatory financial requirements, including the completion of audited annual financial statements	✓
5.4.3k	Continue to roll out Council's Project Management Framework	✓

Highlights

Over the last 6 months:

- Council's social media channels continued to experience growth during the reporting period, with engaging content on projects, events and activities contributing to increased community reach. Follower numbers increased consistently across both quarters, exceeding annual targets and demonstrating effective community engagement.
- After-call customer satisfaction increased from 96.54% to 97.45%, front counter mystery shopping improved from 89.38% to 93.71%, and call evaluation scores rose from 93.85% to 95.96%.
- Council delivered strategic communications aligned to priorities across a range of channels and initiatives. A total of 23 Mayoral Columns were published in The Western Weekender and promoted across Council's digital channels, with continued growth in online readership and community engagement.
- All formal and informal GIPA applications were processed within the statutory timeframes. A total of 30 formal GIPA applications were received with 22 completed, 3 withdrawn, and 8 remaining in progress at the end of the reporting period.
    - Additionally, 987 informal GIPA requests for Open Access plans and documents were received and processed within the required statutory timeframe, demonstrating continued compliance with legislative requirements and responsive information access services.
- Implementation and refinement of the draft 5-year Asset Renewal Programs for road pavements, footpaths and stormwater drainage continued.
    - The programs were reviewed and updated to ensure the highest priority assets and emerging issues were identified and addressed, with renewal priorities refined in preparation for the annual Operational Plan.
- Progress continued on the Delivering for Penrith program to support long-term organisational sustainability. A specialist management firm, Morrison Low Advisory, was engaged to analyse financial, asset and service data, develop clear service definitions through a service catalogue, and establish asset baseline information.
- Work also progressed to analyse Council's organisational capacity and financial sustainability, including initial financial modelling and ongoing engagement with internal stakeholders.
This work will continue into 2026–27.

Chief Financial Officer's Report

EXECUTIVE SUMMARY

This report covers the fourth quarter of the 2025-26 financial year. Details of significant variations, Reserve movements, and the status of Council's Operating and Capital financial performance compared to budget, are included in this document.

The original 2025-26 Budget adopted in June 2025 presented a deficit result before capital grants and contributions of $37.7m. When non-cash items and reserve movements are accounted for, this resulted in a cash budget deficit of $2.9m.

Variations in the September and December and March quarter reviews resulted in the current adopted budget being a cash budget deficit of $2m. Now, the June 2026 quarter has seen both favourable and unfavourable variations resulting in an overall favourable cash budget result of $7m for the quarter, the net Cash result of $5m for the year (around 1% of Councils originally budgeted operational expenditure) is proposed to be transferred to reserve for priority projects and to provide capacity to respond to emerging issues therefore resulting in a net balanced cash position for the year.

The result before capital grants and contributions and including depreciation continues to present a deficit being $26.1m at 30 June 2026, it is important to note that while the operating result remains an important annual financial management measure, it does not fully capture longer term asset renewal, maintenance and growth-related funding pressures.

All actual figures are subject to end-of-year adjustment, external audit checking and confirmation. Once finalised the Draft 2025-26 Financial Statements will be presented to the Ordinary Meeting of the Council on 26 October 2026 for signing and forwarding to the Audit Office of NSW auditors. The audited Financial Statements will then be presented on the 30 November 2026 Ordinary Meeting of the Council, which will include a detailed explanation of Council's audited financial position.

BUDGET POSITION

This Review recommends both favourable and unfavourable adjustments to the Adopted Budget for 2025-26. The net effect of the proposed variations and allocations being recommended as part of this Review and the adjustments adopted during the quarter, is a surplus of $2m. 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, resulting in a balanced cash budget position for the year.

The most significant variations proposed in this review that impact upon the cash Budget position include – Transfer to Financial Management reserve ($4.67m Unfavourable), Movement in ELE Provisions ($2.35m Favourable), Salary Savings ($1.14m Favourable) and Development Application Income ($757k Unfavourable). Budget variations that impact on the projected Budget position are further detailed in the attachments.

The June 2026 quarter also includes budget variations with no impact on the cash Budget result since they have an alternative internal funding source, are funded by Reserves, or are non-cash in nature. The more significant of these variations are detailed in the attachments.

The recommended June quarter changes represent typical year-end adjustments with updated project scheduling, along with adjustments to reflect observed operating results and to account for movement in Employee Leave Entitlements for the year. The QBRS reports present recommended changes for Council resolution.

There are a number of adjustments impacting Council's Operating Result in the June quarter affecting both income and expenditure.

The key variations for income include:

- Rates and annual Charges: While Rates and Domestic Waste income were both below the revised budget for the year, this category finished the year within 0.5% of the adopted budget.
- User Charges and fees: primarily relates to a reduced fee income in Children's Services where this fee income was subsidised via government funding and therefore recognised as operational grants and contributions. Grounds rental income for property investment was also below budget due to a budgeted transaction being reflected as a sale; these variances are partially offset by favourable variations for Roads related fee income, rezoning application income, and compliance certificate income.

- Operating Grants and Contributions: increases relate to significantly increased levels of childcare funding, and the advance payment of approximately 80% councils 26-27 Financial Assistance Grant entitlement.
- Capital Grants and Contributions: A decrease is reflected in line with revised project timing. The most significant reductions relate to proposed revotes for the quarter where income is recognised in alignment with project milestones.
- Interest and Investment Income: increases reflect improved returns with increases in interest rates and increasing balances of investments held
- Net Gain from the disposal of assets.

On the expenditure side, adjustments to the Operating Result include:

- Employee costs: a significant increase in the area of Children's services is in alignment with utilisation and staff ratios, with funding for this provided via the abovementioned increase in operational grant income. Salary savings from vacancies across the organisation and favourable adjustments for Employee Leave Entitlements offset the children's services variation
- Materials and Services: A decrease is reflected in line with revised project timing including reductions relating to proposed revotes for the quarter, and funds returned to reserve pending review of phasing and scheduling including the ERP project.
- Other Expenses: Animal Services contribution to pound reflects increased costs impacted by heightened demand on cat holding and care services during the year.
- Net gain/loss from the disposal of assets: Classification of a property transaction on Mulgoa road with Transport for NSW as a sale that was initially included in the budget as grounds rental resulted in a positive variance in this category.

REVOTES

A total of $15,937,829 of planned Capital and Operating Projects are proposed for revote this quarter. A listing and further detail can be found in the attachment. The total value of Revotes for the year to date is $60.4m (predominantly comprised of the Dunheved Road upgrade, Cook Park, and St Marys Central Park projects), compared to $44.1m for the same period in 2024-25.

RATES ARREARS

Rates arrears at 30 June 2026 were at 4.57%, a small increase of 0.04% from the prior year result but favourably below the industry benchmark of 5%. This result was achieved through continued refinement of debt recovery processes whilst maintaining a compassionate approach for ratepayers under hardship in the challenging economic environment.

SUMMARY

Council's financial position remains generally sound. Despite a challenging year, the June result has provided a balanced cash position for 2025-26 after the proposed allocation of funds to the Financial Management Reserve. Councils Operating result before capital grants & contributions, and Councils Long-Term Financial Plan both highlight the ongoing challenge in maintaining existing assets and service levels while responding to increasing community expectations and growth across our city. This review and the proposed allocations continue to demonstrate Council's commitment to strong and prudent financial management.

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2021.

It is my opinion that the Quarterly Budget Review Statement for Penrith City Council for the quarter ended 30 June 2026 indicates that Councils projected financial position at 30 June 2026 will be satisfactory at year end having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

NEIL FARQUHARSON
CHIEF FINANCIAL OFFICER
RESPONSIBLE ACCOUNTING OFFICER

Significant Proposed Variations - June 2026

Account Description	Responsibility	Budget Variance Pos/(Neg)
ANIMAL SERVICES		
Animal Services Contribution to Pounds		
This variation reflects increased costs impacted by heightened demand on cat holding and care services during the year. A recent increase in cat intakes over several months, combined with periods where animal welfare requirements necessitated extended holding times, resulted in higher care and holding costs than originally budgeted. In addition, intermittent health management measures temporarily constrained adoption and intake activities, further extending lengths of stay. Collectively, these factors led to higher than anticipated for the financial year.	Environmental Health & Compliance	(331,531)
Companion Animal Commission		
Animal registration revenue received from the Office of Local Government (OLG) during 2025-26 was lower than anticipated and did not reflect the full value of registrations recorded during the reporting period. This variance is primarily attributable to the timing and method of revenue distribution by OLG. Revenue collected from registrations is administered centrally by OLG and distributed to councils in accordance with the Companion Animals framework, with payments not always directly aligned to the timing of registrations occurring within the financial year.	Environmental Health & Compliance	(70,953)
TOTAL ANIMAL SERVICES		**(402,484)**
CITY PLANNING		
Planning Fee Income		
Section 10.7 certificate income is predominantly a product of the level of activity in the property market. The market has been stronger than expected with property transactions and development exceeding the original estimated income levels.	City Planning	133,537
Cultural Facilities Contributions Plan		
As reported to Council on 25 February 2019 the 2018-19 Borrowing Program included $2.7m to offset the S7.11 Cultural Facilities Plan that is currently in deficit. Funding for the debt servicing costs for these loans was included in the 2016-17 SRV. During 2025-26 Council has received development contributions. These funds have reduced the total Plan deficit which in turn has reduced the funds required to be held in Reserve to reduce the possible impact to Council in the future.	City Planning	98,860
Recognition of revenue for applications		
Council is receiving and will continue to receive, multiple applications for rezoning and other amendments to the LEP. Fees are paid when the application is lodged, and these funds are then held as deferred income until assessment of the application is completed at which time the funds are recognised as income. This adjustment to income will be recognised in future years on completion of the assessment of applications currently in progress.	City Planning	400,794
TOTAL CITY PLANNING		**633,191**

Significant Proposed Variations - June 2026

Account Description	Responsibility	Budget Variance Pos/(Neg)
CIVIL MAINTENANCE, RENEWAL AND CONSTRUCTION		
Roads Maintenance Fee income		
Additional revenue was received for Roads Maintenance mostly attributed to Road Opening Permits and Road & Footpath Closures. This is offset by a reduction of Roads Maintenance revenue relating to Road Opening Restorations, Inspection and Administration fees.	City Presentation	337,081
Roads Reconstruction Program		
The 2025-26 Roads Reconstruction Program has been fully delivered with modest savings achieved.	City Presentation	81,922
Roads Maintenance Expenditure		
In 2025-26, Council experienced increased costs for Roads Maintenance including but not limited to building materials, contractors, traffic control, fuel prices and waste disposal. This has resulted in an unfavourable variance which is partially offset against additional the Roads Maintenance income received for the financial year.	City Presentation	(682,421)
River Road - Major slip threatening road		
The project established to address and manage the emerging pavement failures at River Road and Riverside road. The funding also facilitated the preliminary investigation and design works for the Disaster Recovery Funding Arrangements grant application associated with the river bank failures as a result of recent floods. These activities were funded through Council resources prior to grant approval. Upon approval and acceptance of the grant, a new project was created and all eligible costs included in the project scope were transferred. The original project is no longer required and unspent funds may be returned to surplus.	Strategic Asset Management	54,329
Roads to Recovery		
Additional Financial Assistance Grant Local Roads Component funding was added to the roads to recovery program to supplement grant funding. Expenditure levels have resulted in this funding being surplus to requirements of the Roads to Recovery program for the 2025-26 year.	Strategic Asset Management	194,903
TOTAL CIVIL MAINTENANCE, RENEWAL AND CONSTRUCTION		**(14,186)**
COMMUNITY FACILITIES AND RECREATION PLANNING		
Sportsground field lighting income		
Sportsground rental revenue exceeded budget targets during the year, reflecting continued growth in demand for sporting facilities across the Penrith LGA. The favourable result was driven by increased facility utilisation, growth in sporting club participation, and higher booking volumes. Fee increases implemented during the year also contributed to the stronger-than-budgeted revenue outcome.	Community Facilities and Recreation	71,949
TOTAL COMMUNITY FACILITIES AND RECREATION PLANNING		**71,949**

Significant Proposed Variations - June 2026

Account Description	Responsibility	Budget Variance Pos/(Neg)
Community Resilience (Neighbourhood Renewal)		
Neighbourhood Renewal Capital Program		
This budget was initially intended as a supplemental funding source for the Penrith Mayoral Challenge project, however an alternative funding source has been identified and secured enabling these funds to be returned to the surplus for reallocation to other priorities.	City Activation, Community and Place	131,871
TOTAL Community Resilience (Neighbourhood Renewal)		**131,871**
Development Application		
Development Services Consultant		
There has not been the demand for specialist consultant engagement during the period that was projected. An increased demand in consultants engaged in DA processing has been offset by salary savings rather than this area and in-house officers relied upon for advice in assessing more complex applications.	Development Services	57,550
Local Planning Panel		
More electronic determinations and a decrease in public determination meetings for the period has resulted in a saving in Local Planning Panel expenditure than that projected, with the transfer of Regional Panel functions to the Local Planning Panel not coming into effect for determinations as soon as forecast.	Development Services	64,818
TOTAL Development Application		**122,368**
Development Engineering		
Development Engineering Income		
Construction Certificate income and Compliance Certificate income (engineering inspections) are paid in full up front by developers in accordance with Council Fees & Charges. In accordance with Australian Accounting Standards, these charges are held as deferred income are only recognised as income when projects are completed which in some cases can take 12 months or more. Budgets for these income items are set having regard to applications paid but not determined as well as anticipated demand.	Engineering Services	465,884
TOTAL Development Engineering		**465,884**
Environmental Health		
Public Health Services		
The variance in budget item Public Health Services was primarily associated with a higher than anticipated amount from regulatory activities, including food business inspections and reinspections, together with an increase in the statutory fee for Improvement Notices endorsed by the NSW Food Authority during the 2025-26 reporting period. Income associated with regulatory administration fees and penalty notice payments also contributed to the variance. These streams are inherently variable and difficult to predict accurately at the commencement of the financial year, as they depend on regulatory activity levels, compliance outcomes and the timing of payments, including payments received under arrangements established in previous years.	Environmental Health & Compliance	145,835
TOTAL Environmental Health		**145,835**
Fire Safety and Certification		
Development Applications Income		

Significant Proposed Variations - June 2026

Account Description	Responsibility	Budget Variance Pos/(Neg)
This variation relates to the following categories, Development Applications Minor- The variation in DA fee income in this area from that projected can be attributed to rapidly increasing construction costs reflected in estimated cost of works on which the fee is based which will be reviewed for future estimates. Development Applications Major- This variation in DA fee income is attributed to a major Development Application not being determined within the financial year as originally projected and will now be recognised in the 2026-27 financial year.	Development Services	100,067
Development Applications Income		
This variation relates to the following categories, Development Applications Minor- The variation in DA fee income in this area from that projected can be attributed to rapidly increasing construction costs reflected in estimated cost of works on which the fee is based which will be reviewed for future estimates. Development Applications Major- This variation in DA fee income is attributed to a major Development Application not being determined within the financial year as originally projected and will now be recognised in the 2026-27 financial year.	Development Services	(757,164)
Fire Safety Program Income		
A continued expansion of buildings requiring Annual Fire Safety Statements together with more active overdue reminders has resulted in a variation to projected income which warrants review for future estimates.	Development Services	65,039
TOTAL Fire Safety and Certification		**(592,058)**
Fleet and Plant Management		
Depot Operations Budget Expenditure		
Following a review of inventory accounts, the accounting treatment for tools used in operations has been updated. These tools were previously classified as inventory and be expensed when issued from stores, as they fall below the capitalisation threshold they will now be expensed as they are acquired, this has necessitated a one -off expense of stock currently held in inventory.	City Presentation	(274,749)
TOTAL Fleet and Plant Management		**(274,749)**
Floodplain and Stormwater Management		
Flood Reports		
Over the past several years, our income from issuing Flood Certificates and providing Flood Models has remained steady. On average, we have processed approximately 400 Flood Certificates annually. Of these, about 320 are external certificates, for which fees are charged, and roughly 80 are internal certificates, which are exempt from fees. In the 2025-26 financial year, we observed a notable increase in activity, issuing 410 Flood Certificates—an increase of around 90 compared to previous years. This rise is primarily due to a greater demand for flood certificates, coupled with an adjustment to the applicable fees.	Engineering Services	68,542
TOTAL Floodplain and Stormwater Management		**68,542**
Information Technology		
Communication Data and Connections		

Significant Proposed Variations - June 2026

Account Description	Responsibility	Budget Variance Pos/(Neg)
An unfavourable variance of $56,171 was recorded for Communications and Data Connections. A key contributor to this result is the delay in the Network Refresh project due to an extended procurement and tender evaluation process, which has deferred the replacement of critical network infrastructure. To maintain the security, reliability and performance of Council's network environment during this period, ICT extended existing network device licensing agreements for a further 12 months. The additional licensing costs of approximately $48,000 contributed to expenditure exceeding the original budget allocation.	Information and Communications Technology	(56,171)
Corporate Software Licences and Maintenance		
A favourable variance of $208,390 has been identified across software licensing and maintenance budgets with the variance primarily resulting from budget provisions exceeding actual costs. The largest saving relates to Pulse Software, where renewal costs reduced significantly following the removal of several subscription modules. Additional savings were realised from the Satori and Optimo contracts, which were renewed or continued at costs below original budget estimates.	Information and Communications Technology	208,390
Operational and Support Agreements		
ICT achieved a favourable variance of $147,524 across its operational and support agreements through ongoing efforts to identify and implement cost-saving opportunities. Key contributors to this result included savings of approximately $32,000 in contractor expenses by utilising the skills and expertise of internal ICT staff where appropriate. In addition, ICT realised approximately $113,000 in Azure cost savings through cloud resource optimisation initiatives, including the removal of redundant storage and the decommissioning of virtual infrastructure that was no longer required	Information and Communications Technology	147,524
TOTAL Information Technology		**299,743**
Libraries		
Libraries Operational Expenditure		
The majority of this variance relates to higher than budgeted electricity costs ($30,000)and the remainder relates to an increased volume of library furniture and equipment requiring replacement.	Library Services	(52,553)
TOTAL Libraries		**(52,553)**
Place and Activation		
Penrith Events Partnerships Program - Major Events Sponsorships		
The budget was not fully utilised in FY25/26 due to a combination of fewer eligible sponsorship opportunities, the postponement of a planned sponsored event, and a significant sponsorship opportunity being delayed beyond the financial year.	Economy and Marketing	78,500
TOTAL Place and Activation		**78,500**
Public Space Maintenance (Buildings)		
Building Maintenance Expenditure		
A large portion of these costs are attributed to reactive and unplanned work for Councils Aquatic and Arts and Cultural Centres. Council is continuing to experience increasing maintenance costs of these large, complex and very aged assets.	City Presentation	(147,654)
Building Operations Expenditure		

Significant Proposed Variations - June 2026

Account Description	Responsibility	Budget Variance Pos/(Neg)
There has been a substantial increase in building operations expenditure, particularly in security costs and electricity costs. Security expenditure, which includes security guards, security technology and equipment, maintenance, alarm monitoring, alarm responses, and lock services, increased by 22% during the period compared to the prior year. The increase was primarily driven by higher service rates and increased operational activity across Council's assets. Additional cost pressures arose from several significant one-off expenses associated with the migration to a new security system, equipment renewals, and software and firmware upgrades. Retail User Charges have remained as per the current contract with the electricity provider. The increase in electricity costs reflects higher Network and Environmental Charges and Market Fees resulting in a 10% rise in expenditure compared with the prior period.	Strategic Asset Management	(231,464)
Building Asset Renewal Program		
$725,709 from the Building Asset Renewal program was returned. In order to progress through the PMO framework funding is allocated based on high level cost estimates. Historically funds are allocated to projects on 1 July each year. These funds were originally allocated to building renewal projects and were subject to design and detailed costings. Each project is also allocated a 20% contingency. On completion of the project any remaining contingency is returned to the BAR. This funding return occurs late in the financial year which typically does not allow time to reallocate funding to other projects. Further, several projects were deferred during 2025-26 following changes in organisational priorities and scope, allowing resources to be redirected to higher-priority projects and more urgent operational requirements. At the same time, several asset projects have been reassessed, with scope evolving from renewal works to knockdown-and-rebuild solutions due to the continued deterioration of asset condition. While these revised approaches are expected to deliver more sustainable long-term outcomes, they are anticipated to require significantly higher investment. As a result, there is likely to be an increased budget requirement for these projects, which will influence the BAR program over the coming years.	Strategic Asset Management	725,709
TOTAL Public Space Maintenance (Buildings)		**346,591**
Public Space Maintenance (City Services)		
Nursery Operations		
This variance is primarily due to nursery operations being stronger than anticipated from existing Council budgets. Additionally, favourable movements in operating costs and income have further contributed to the positive result.	City Presentation	216,617
Public Spaces recreation operational expenditure		
Parks and Reserves operational costs for water have increased 35% due to increases in both cost and usage. Building rental costs for the Parks Sub Depot branch required a one-off adjustment after an error in prior year costs was identified. In addition, lighting costs have seen a 32% increase in cost from the prior year due to escalated instances of cable theft in the 2025-26 Financial Year.	City Presentation	(525,206)

Significant Proposed Variations - June 2026

Account Description	Responsibility	Budget Variance Pos/(Neg)
TOTAL Public Space Maintenance (City Services)		**(308,589)**
Public Space Maintenance (Cross City)		
Street Lighting Operational Expenditure		
There has not been the demand for specialist consultant engagement during the period that was projected. An increased demand in consultants engaged in DA processing has been offset by salary savings rather than this area and in-house officers relied upon for advice in assessing more complex applications.	City Presentation	288,342
TOTAL Public Space Maintenance (Cross City)		**288,342**
Security and Emergency Services Management		
RFS Operational Expenditure		
Operational activity within the Local Government Area has remained relatively low throughout the 2025-26 financial year, resulting in reduced operational expenditure. Hazard reduction activities have continued and have been increased in preparation of a forecasted high risk bush fire season 2026-27. There have been no significant bushfire incidents recorded in the LGA during this reporting period. Significant support has been provided to a range of incidents throughout the year, including industrial fires, motor vehicle accidents, and vehicle fires, in addition to supporting operational deployments in other Districts as required. It is anticipated that the full budget allocation will be required for the 2026-27 financial year due to increasing fuel costs, heightened operational demands, the need for additional preparedness and mitigation activities and response activities associated with the forecasted high risk bushfire season.	Strategic Asset Management	117,419
TOTAL Security and Emergency Services Management		**117,419**
Tourism and International Partnerships		
International Relations		
The program did not commence at full capacity. A review has been undertaken and the project spend is lower compared to budget due to minimal activity during this period.	Economy and Marketing	52,482
TOTAL Tourism and International Partnerships		**52,482**
Waste Avoidance		
Domestic Waste Reserve Funding of expenditure		
Adjustments were required to correctly reflect waste reserve funding of domestic waste related expenditure upon reconciliation and review	Waste and Resource Recovery	162,865
TOTAL Waste Avoidance		**162,865**
General Revenue/Untied Income		
Children's Services Subsidy		
In Accordance with the revised Children's Services Management Agreement, the council subsidy of the Children's Services Co-operative has ceased in the 25-26 Financial Year	Financial Services	200,000
Interest Income		
The economic environment has resulted elevated interest rates throughout the 2025-26 year, these rates, combined with the level of funds held in investments have had a favourable impact on the interest Council earnt during 2025-26.	Financial Services	477,933
Rates Income		

Significant Proposed Variations - June 2026

Account Description	Responsibility	Budget Variance Pos/(Neg)
Net Rates income was below forecast mainly due to the slowdown of subdivision registrations in the second half of 2025-26, and partly due to valuation objections in the same period. The losses attributed to valuation objections will be added to our permissible income, so will not be an actual loss. The remaining shortfall will likely be collected in the 2026-27 year through increased growth from subdivisions so these losses are not anticipated to impact Council's long term financial performance.	Financial Services	(279,260)
Recognition of interest income for PVRSC Loan		
Interest on loans to Penrith Regional Sports Centre has been recognised as due during the period under current agreements still in place. Despite agreements in place, the budget for this income was lower due to the high level of uncertainty surrounding the arrangement.	Financial Services	185,930
Transfer to Reserve		
As part of the June quarterly review the following items are proposed to be facilitated through a specific transfer of funds to reserve:- - "Our Place" Community Newsletter An allocation of $266,000 will enable this program to continue in a revised format as outlined in Councils 2026-27 operational plan - Bird Flu preparedness An allocation of $100,000 towards Bird Flu preparedness and response including protective and collection & disposal equipment. - Passadena Room Upgrades An allocation of $250,000 will enable upgrades to the Audio Visual and IT equipment in addition to potential building upgrades such as acoustic treatments. These upgrades are intended to ensure the room can be contemporary, reliable, and fit for purpose into the future. - Other -Various Resources - $149,495 including: Information management - Scanner $10,000 Consultant - Development Engineering $35,000 Temporary Project Officer - Community Facilities & Recreation $78,793 External Conduct Review $5,000 ARIC Assessor $10,000 Legacy Business Paper System Licencing extension $10,702	Organisational	(765,495)
Transfer to Financial Management Reserve		
The development of the annual budget each year requires a number of assumptions to be made in relation to both expenditure and income that are dependent on factors that are outside Council's control. To safeguard against movements in these assumptions and forecasts, it is proposed that the June quarter surplus be transferred to Councils Financial Management Reserve. This allocation is intended to provide capacity to respond to any current and emerging priorities, including challenges identified in the latest iteration of Councils Long Term Financial Plan which forms part of Councils adopted Operational Plan. Once this allocation is made, the cash Budget position for 2025-26 is a balanced Budget.	Organisational	(4,566,498)
Movement in Employee Leave Entitlement (ELE) Provisions		

Significant Proposed Variations - June 2026

Account Description	Responsibility	Budget Variance Pos/(Neg)
This variation reflects the net movement in Employee Leave entitlements, resignations/retirements, and the impact of leave balances throughout the organisation. Each year this provision is updated to include future wages increases, on-costs, and expected retirements using a discount rate that is affected by interest rates prevalent at the time. In addition, provisions for these costs are often budgeted to safeguard against a negative result at end of year. This is traditionally a difficult area to accurately predict and council officers therefore take a conservative approach.	Organisational	2,351,587
Salary Savings		
Salary savings accrued across the organisation after on-cost balancing as part of the year end process were largely due to vacancies.	Organisational	1,139,231
TOTAL General Revenue/Untied Income		**(1,256,572)**
Total Variances over $50k		**84,391**
Other Variances under $50k		**1,917,431**
June 2026 Quarter Cash Surplus/(Deficit)		**2,001,822**
Original 2025-26 Cash Budget Surplus/(Deficit)		**(2,851,879)**
1st Quarter Variances to adopted budget previously reported to Council		**1,625,709**
2nd Quarter Variances to adopted budget previously reported to Council		**95,275**
3rd Quarter Variances to adopted budget previously reported to Council		**(870,927)**
4th Quarter proposed Variances to Budget		**2,001,822**
Net Predicted Cash Surplus/(Deficit) for 2025-26		**(0)**

Major Variations not affecting cash budget position –

June 2026 Review

Budget Adjustments Over $100,000

Interest Income on Reserves - Increase – (Reserve) $2,740,984 - Organisational

The budget for interest income is based on estimates for Councils average investment portfolio and rate of return for the year. The increase in interest allocated to Council's reserves for 2025–26 reflects a higher than forecast average investment portfolio and rate of return.

In addition, the Development Contributions portfolio closing balances have significantly increased after a substantial amount of cash contributions were received during the financial year.

Restorations Income – Decrease (Reserve) $194,095 – City Presentation

The majority of this variance relates to a reversal of Restoration fees totalling $506,538 from 2023-24 after a review of relevant records identified that under the Accounting Standards AASB 15 Revenue from Contracts with Customers, the amount should not have been recognised as income as the final agreement is still in progress.

This is partially offset by Significant Road Reserve Restoration fees totalling $312,443 that were received in 2025-26 for restoration works required across multiple sites in Erskine Park, Kemps Creek, St Clair and Penrith. These funds will be made available in the 2026-27 financial year to deliver the necessary works to restore Council assets.

Rickabys Creek Catchment Flood Study Income – Increase $149,426 (Grant) – Engineering Services

The detailed survey of stormwater drainage assets, including pits, pipes and hydraulic structures, was originally included and budgeted for within the Rickabys Creek Flood Study project. However, following commencement of the study, the full survey cost was successfully funded through the Local Government Flood Recovery Grant, removing the need to utilise the project budget for this component of work. As a result, the funds originally allocated for the survey remained unspent, contributing

Significant Proposed Variations - June 2026

Account Description	Responsibility	Budget Variance Pos/(Neg)
ANIMAL SERVICES		
Animal Services Contribution to Pounds		
This variation reflects increased costs impacted by heightened demand on cat holding and care services during the year. A recent increase in cat intakes over several months, combined with periods where animal welfare requirements necessitated extended holding times, resulted in higher care and holding costs than originally budgeted. In addition, intermittent health management measures temporarily constrained adoption and intake activities, further extending lengths of stay. Collectively, these factors led to higher than anticipated for the financial year.	Environmental Health & Compliance	(331,531)
Companion Animal Commission		
Animal registration revenue received from the Office of Local Government (OLG) during 2025-26 was lower than anticipated and did not reflect the full value of registrations recorded during the reporting period. This variance is primarily attributable to the timing and method of revenue distribution by OLG. Revenue collected from registrations is administered centrally by OLG and distributed to councils in accordance with the Companion Animals framework, with payments not always directly aligned to the timing of registrations occurring within the financial year.	Environmental Health & Compliance	(70,953)
TOTAL ANIMAL SERVICES		**(402,484)**
CITY PLANNING		
Planning Fee Income		
Section 10.7 certificate income is predominantly a product of the level of activity in the property market. The market has been stronger than expected with property transactions and development exceeding the original estimated income levels.	City Planning	133,537
Cultural Facilities Contributions Plan		
As reported to Council on 25 February 2019 the 2018-19 Borrowing Program included $2.7m to offset the S7.11 Cultural Facilities Plan that is currently in deficit. Funding for the debt servicing costs for these loans was included in the 2016-17 SRV. During 2025-26 Council has received development contributions. These funds have reduced the total Plan deficit which in turn has reduced the funds required to be held in Reserve to reduce the possible impact to Council in the future.	City Planning	98,860
Recognition of revenue for applications		
Council is receiving and will continue to receive, multiple applications for rezoning and other amendments to the LEP. Fees are paid when the application is lodged, and these funds are then held as deferred income until assessment of the application is completed at which time the funds are recognised as income. This adjustment to income will be recognised in future years on completion of the assessment of applications currently in progress.	City Planning	400,794
TOTAL CITY PLANNING		**633,191**

Significant Proposed Variations - June 2026

Account Description	Responsibility	Budget Variance Pos/(Neg)
CIVIL MAINTENANCE, RENEWAL AND CONSTRUCTION		
Roads Maintenance Fee income		
Additional revenue was received for Roads Maintenance mostly attributed to Road Opening Permits and Road & Footpath Closures. This is offset by a reduction of Roads Maintenance revenue relating to Road Opening Restorations, Inspection and Administration fees.	City Presentation	337,081
Roads Reconstruction Program		
The 2025-26 Roads Reconstruction Program has been fully delivered with modest savings achieved.	City Presentation	81,922
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In 2025-26, Council experienced increased costs for Roads Maintenance including but not limited to building materials, contractors, traffic control, fuel prices and waste disposal. This has resulted in an unfavourable variance which is partially offset against additional the Roads Maintenance income received for the financial year.	City Presentation	(682,421)
River Road - Major slip threatening road		
The project established to address and manage the emerging pavement failures at River Road and Riverside road. The funding also facilitated the preliminary investigation and design works for the Disaster Recovery Funding Arrangements grant application associated with the river bank failures as a result of recent floods. These activities were funded through Council resources prior to grant approval. Upon approval and acceptance of the grant, a new project was created and all eligible costs included in the project scope were transferred. The original project is no longer required and unspent funds may be returned to surplus.	Strategic Asset Management	54,329
Roads to Recovery		
Additional Financial Assistance Grant Local Roads Component funding was added to the roads to recovery program to supplement grant funding. Expenditure levels have resulted in this funding being surplus to requirements of the Roads to Recovery program for the 2025-26 year.	Strategic Asset Management	194,903
TOTAL CIVIL MAINTENANCE, RENEWAL AND CONSTRUCTION		**(14,186)**
COMMUNITY FACILITIES AND RECREATION PLANNING		
Sportsground field lighting income		
Sportsground rental revenue exceeded budget targets during the year, reflecting continued growth in demand for sporting facilities across the Penrith LGA. The favourable result was driven by increased facility utilisation, growth in sporting club participation, and higher booking volumes. Fee increases implemented during the year also contributed to the stronger-than-budgeted revenue outcome.	Community Facilities and Recreation	71,949
TOTAL COMMUNITY FACILITIES AND RECREATION PLANNING		**71,949**

Significant Proposed Variations - June 2026

Account Description	Responsibility	Budget Variance Pos/(Neg)
Community Resilience (Neighbourhood Renewal)		
Neighbourhood Renewal Capital Program		
This budget was initially intended as a supplemental funding source for the Penrith Mayoral Challenge project, however an alternative funding source has been identified and secured enabling these funds to be returned to the surplus for reallocation to other priorities.	City Activation, Community and Place	131,871
TOTAL Community Resilience (Neighbourhood Renewal)		**131,871**
Development Application		
Development Services Consultant		
There has not been the demand for specialist consultant engagement during the period that was projected. An increased demand in consultants engaged in DA processing has been offset by salary savings rather than this area and in-house officers relied upon for advice in assessing more complex applications.	Development Services	57,550
Local Planning Panel		
More electronic determinations and a decrease in public determination meetings for the period has resulted in a saving in Local Planning Panel expenditure than that projected, with the transfer of Regional Panel functions to the Local Planning Panel not coming into effect for determinations as soon as forecast.	Development Services	64,818
TOTAL Development Application		**122,368**
Development Engineering		
Development Engineering Income		
Construction Certificate income and Compliance Certificate income (engineering inspections) are paid in full up front by developers in accordance with Council Fees & Charges. In accordance with Australian Accounting Standards, these charges are held as deferred income are only recognised as income when projects are completed which in some cases can take 12 months or more. Budgets for these income items are set having regard to applications paid but not determined as well as anticipated demand.	Engineering Services	465,884
TOTAL Development Engineering		**465,884**
Environmental Health		
Public Health Services		
The variance in budget item Public Health Services was primarily associated with a higher than anticipated amount from regulatory activities, including food business inspections and reinspections, together with an increase in the statutory fee for Improvement Notices endorsed by the NSW Food Authority during the 2025-26 reporting period. Income associated with regulatory administration fees and penalty notice payments also contributed to the variance. These streams are inherently variable and difficult to predict accurately at the commencement of the financial year, as they depend on regulatory activity levels, compliance outcomes and the timing of payments, including payments received under arrangements established in previous years.	Environmental Health & Compliance	145,835
TOTAL Environmental Health		**145,835**
Fire Safety and Certification		
Development Applications Income		

Significant Proposed Variations - June 2026

Account Description	Responsibility	Budget Variance Pos/(Neg)
This variation relates to the following categories, Development Applications Minor- The variation in DA fee income in this area from that projected can be attributed to rapidly increasing construction costs reflected in estimated cost of works on which the fee is based which will be reviewed for future estimates. Development Applications Major- This variation in DA fee income is attributed to a major Development Application not being determined within the financial year as originally projected and will now be recognised in the 2026-27 financial year.	Development Services	100,067
Development Applications Income		
This variation relates to the following categories, Development Applications Minor- The variation in DA fee income in this area from that projected can be attributed to rapidly increasing construction costs reflected in estimated cost of works on which the fee is based which will be reviewed for future estimates. Development Applications Major- This variation in DA fee income is attributed to a major Development Application not being determined within the financial year as originally projected and will now be recognised in the 2026-27 financial year.	Development Services	(757,164)
Fire Safety Program Income		
A continued expansion of buildings requiring Annual Fire Safety Statements together with more active overdue reminders has resulted in a variation to projected income which warrants review for future estimates.	Development Services	65,039
TOTAL Fire Safety and Certification		**(592,058)**
Fleet and Plant Management		
Depot Operations Budget Expenditure		
Following a review of inventory accounts, the accounting treatment for tools used in operations has been updated. These tools were previously classified as inventory and be expensed when issued from stores, as they fall below the capitalisation threshold they will now be expensed as they are acquired, this has necessitated a one -off expense of stock currently held in inventory.	City Presentation	(274,749)
TOTAL Fleet and Plant Management		**(274,749)**
Floodplain and Stormwater Management		
Flood Reports		
Over the past several years, our income from issuing Flood Certificates and providing Flood Models has remained steady. On average, we have processed approximately 400 Flood Certificates annually. Of these, about 320 are external certificates, for which fees are charged, and roughly 80 are internal certificates, which are exempt from fees. In the 2025-26 financial year, we observed a notable increase in activity, issuing 410 Flood Certificates—an increase of around 90 compared to previous years. This rise is primarily due to a greater demand for flood certificates, coupled with an adjustment to the applicable fees.	Engineering Services	68,542
TOTAL Floodplain and Stormwater Management		**68,542**
Information Technology		
Communication Data and Connections		

Significant Proposed Variations - June 2026

Account Description	Responsibility	Budget Variance Pos/(Neg)
An unfavourable variance of $56,171 was recorded for Communications and Data Connections. A key contributor to this result is the delay in the Network Refresh project due to an extended procurement and tender evaluation process, which has deferred the replacement of critical network infrastructure. To maintain the security, reliability and performance of Council's network environment during this period, ICT extended existing network device licensing agreements for a further 12 months. The additional licensing costs of approximately $48,000 contributed to expenditure exceeding the original budget allocation.	Information and Communications Technology	(56,171)
Corporate Software Licences and Maintenance		
A favourable variance of $208,390 has been identified across software licensing and maintenance budgets with the variance primarily resulting from budget provisions exceeding actual costs. The largest saving relates to Pulse Software, where renewal costs reduced significantly following the removal of several subscription modules. Additional savings were realised from the Satori and Optimo contracts, which were renewed or continued at costs below original budget estimates.	Information and Communications Technology	208,390
Operational and Support Agreements		
ICT achieved a favourable variance of $147,524 across its operational and support agreements through ongoing efforts to identify and implement cost-saving opportunities. Key contributors to this result included savings of approximately $32,000 in contractor expenses by utilising the skills and expertise of internal ICT staff where appropriate. In addition, ICT realised approximately $113,000 in Azure cost savings through cloud resource optimisation initiatives, including the removal of redundant storage and the decommissioning of virtual infrastructure that was no longer required	Information and Communications Technology	147,524
TOTAL Information Technology		**299,743**
Libraries		
Libraries Operational Expenditure		
The majority of this variance relates to higher than budgeted electricity costs ($30,000)and the remainder relates to an increased volume of library furniture and equipment requiring replacement.	Library Services	(52,553)
TOTAL Libraries		**(52,553)**
Place and Activation		
Penrith Events Partnerships Program - Major Events Sponsorships		
The budget was not fully utilised in FY25/26 due to a combination of fewer eligible sponsorship opportunities, the postponement of a planned sponsored event, and a significant sponsorship opportunity being delayed beyond the financial year.	Economy and Marketing	78,500
TOTAL Place and Activation		**78,500**
Public Space Maintenance (Buildings)		
Building Maintenance Expenditure		
A large portion of these costs are attributed to reactive and unplanned work for Councils Aquatic and Arts and Cultural Centres. Council is continuing to experience increasing maintenance costs of these large, complex and very aged assets.	City Presentation	(147,654)
Building Operations Expenditure		

Significant Proposed Variations - June 2026

Account Description	Responsibility	Budget Variance Pos/(Neg)
There has been a substantial increase in building operations expenditure, particularly in security costs and electricity costs. Security expenditure, which includes security guards, security technology and equipment, maintenance, alarm monitoring, alarm responses, and lock services, increased by 22% during the period compared to the prior year. The increase was primarily driven by higher service rates and increased operational activity across Council's assets. Additional cost pressures arose from several significant one-off expenses associated with the migration to a new security system, equipment renewals, and software and firmware upgrades. Retail User Charges have remained as per the current contract with the electricity provider. The increase in electricity costs reflects higher Network and Environmental Charges and Market Fees resulting in a 10% rise in expenditure compared with the prior period.	Strategic Asset Management	(231,464)
Building Asset Renewal Program		
$725,709 from the Building Asset Renewal program was returned. In order to progress through the PMO framework funding is allocated based on high level cost estimates. Historically funds are allocated to projects on 1 July each year. These funds were originally allocated to building renewal projects and were subject to design and detailed costings. Each project is also allocated a 20% contingency. On completion of the project any remaining contingency is returned to the BAR. This funding return occurs late in the financial year which typically does not allow time to reallocate funding to other projects. Further, several projects were deferred during 2025-26 following changes in organisational priorities and scope, allowing resources to be redirected to higher-priority projects and more urgent operational requirements. At the same time, several asset projects have been reassessed, with scope evolving from renewal works to knockdown-and-rebuild solutions due to the continued deterioration of asset condition. While these revised approaches are expected to deliver more sustainable long-term outcomes, they are anticipated to require significantly higher investment. As a result, there is likely to be an increased budget requirement for these projects, which will influence the BAR program over the coming years.	Strategic Asset Management	725,709
TOTAL Public Space Maintenance (Buildings)		**346,591**
Public Space Maintenance (City Services)		
Nursery Operations		
This variance is primarily due to nursery operations being stronger than anticipated from existing Council budgets. Additionally, favourable movements in operating costs and income have further contributed to the positive result.	City Presentation	216,617
Public Spaces recreation operational expenditure		
Parks and Reserves operational costs for water have increased 35% due to increases in both cost and usage. Building rental costs for the Parks Sub Depot branch required a one-off adjustment after an error in prior year costs was identified. In addition, lighting costs have seen a 32% increase in cost from the prior year due to escalated instances of cable theft in the 2025-26 Financial Year.	City Presentation	(525,206)

Significant Proposed Variations - June 2026

Account Description	Responsibility	Budget Variance Pos/(Neg)
TOTAL Public Space Maintenance (City Services)		**(308,589)**
Public Space Maintenance (Cross City)		
Street Lighting Operational Expenditure		
There has not been the demand for specialist consultant engagement during the period that was projected. An increased demand in consultants engaged in DA processing has been offset by salary savings rather than this area and in-house officers relied upon for advice in assessing more complex applications.	City Presentation	288,342
TOTAL Public Space Maintenance (Cross City)		**288,342**
Security and Emergency Services Management		
RFS Operational Expenditure		
Operational activity within the Local Government Area has remained relatively low throughout the 2025-26 financial year, resulting in reduced operational expenditure. Hazard reduction activities have continued and have been increased in preparation of a forecasted high risk bush fire season 2026-27. There have been no significant bushfire incidents recorded in the LGA during this reporting period. Significant support has been provided to a range of incidents throughout the year, including industrial fires, motor vehicle accidents, and vehicle fires, in addition to supporting operational deployments in other Districts as required. It is anticipated that the full budget allocation will be required for the 2026-27 financial year due to increasing fuel costs, heightened operational demands, the need for additional preparedness and mitigation activities and response activities associated with the forecasted high risk bushfire season.	Strategic Asset Management	117,419
TOTAL Security and Emergency Services Management		**117,419**
Tourism and International Partnerships		
International Relations		
The program did not commence at full capacity. A review has been undertaken and the project spend is lower compared to budget due to minimal activity during this period.	Economy and Marketing	52,482
TOTAL Tourism and International Partnerships		**52,482**
Waste Avoidance		
Domestic Waste Reserve Funding of expenditure		
Adjustments were required to correctly reflect waste reserve funding of domestic waste related expenditure upon reconciliation and review	Waste and Resource Recovery	162,865
TOTAL Waste Avoidance		**162,865**
General Revenue/Untied Income		
Children's Services Subsidy		
In Accordance with the revised Children's Services Management Agreement, the council subsidy of the Children's Services Co-operative has ceased in the 25-26 Financial Year	Financial Services	200,000
Interest Income		
The economic environment has resulted elevated interest rates throughout the 2025-26 year, these rates, combined with the level of funds held in investments have had a favourable impact on the interest Council earnt during 2025-26.	Financial Services	477,933
Rates Income		

Significant Proposed Variations - June 2026

Account Description	Responsibility	Budget Variance Pos/(Neg)
Net Rates income was below forecast mainly due to the slowdown of subdivision registrations in the second half of 2025-26, and partly due to valuation objections in the same period. The losses attributed to valuation objections will be added to our permissible income, so will not be an actual loss. The remaining shortfall will likely be collected in the 2026-27 year through increased growth from subdivisions so these losses are not anticipated to impact Council's long term financial performance.	Financial Services	(279,260)
Recognition of interest income for PVRSC Loan		
Interest on loans to Penrith Regional Sports Centre has been recognised as due during the period under current agreements still in place. Despite agreements in place, the budget for this income was lower due to the high level of uncertainty surrounding the arrangement.	Financial Services	185,930
Transfer to Reserve		
As part of the June quarterly review the following items are proposed to be facilitated through a specific transfer of funds to reserve:- - "Our Place" Community Newsletter An allocation of $266,000 will enable this program to continue in a revised format as outlined in Councils 2026-27 operational plan - Bird Flu preparedness An allocation of $100,000 towards Bird Flu preparedness and response including protective and collection & disposal equipment. - Passadena Room Upgrades An allocation of $250,000 will enable upgrades to the Audio Visual and IT equipment in addition to potential building upgrades such as acoustic treatments. These upgrades are intended to ensure the room can be contemporary, reliable, and fit for purpose into the future. - Other -Various Resources - $149,495 including: Information management - Scanner $10,000 Consultant - Development Engineering $35,000 Temporary Project Officer - Community Facilities & Recreation $78,793 External Conduct Review $5,000 ARIC Assessor $10,000 Legacy Business Paper System Licencing extension $10,702	Organisational	(765,495)
Transfer to Financial Management Reserve		
The development of the annual budget each year requires a number of assumptions to be made in relation to both expenditure and income that are dependent on factors that are outside Council's control. To safeguard against movements in these assumptions and forecasts, it is proposed that the June quarter surplus be transferred to Councils Financial Management Reserve. This allocation is intended to provide capacity to respond to any current and emerging priorities, including challenges identified in the latest iteration of Councils Long Term Financial Plan which forms part of Councils adopted Operational Plan. Once this allocation is made, the cash Budget position for 2025-26 is a balanced Budget.	Organisational	(4,566,498)
Movement in Employee Leave Entitlement (ELE) Provisions		

Significant Proposed Variations - June 2026

Account Description	Responsibility	Budget Variance Pos/(Neg)
This variation reflects the net movement in Employee Leave entitlements, resignations/retirements, and the impact of leave balances throughout the organisation. Each year this provision is updated to include future wages increases, on-costs, and expected retirements using a discount rate that is affected by interest rates prevalent at the time. In addition, provisions for these costs are often budgeted to safeguard against a negative result at end of year. This is traditionally a difficult area to accurately predict and council officers therefore take a conservative approach.	Organisational	2,351,587
Salary Savings		
Salary savings accrued across the organisation after on-cost balancing as part of the year end process were largely due to vacancies.	Organisational	1,139,231
TOTAL General Revenue/Untied Income		**(1,256,572)**
Total Variances over $50k		**84,391**
Other Variances under $50k		**1,917,431**
June 2026 Quarter Cash Surplus/(Deficit)		**2,001,822**
Original 2025-26 Cash Budget Surplus/(Deficit)		**(2,851,879)**
1st Quarter Variances to adopted budget previously reported to Council		**1,625,709**
2nd Quarter Variances to adopted budget previously reported to Council		**95,275**
3rd Quarter Variances to adopted budget previously reported to Council		**(870,927)**
4th Quarter proposed Variances to Budget		**2,001,822**
Net Predicted Cash Surplus/(Deficit) for 2025-26		**(0)**

Significant Proposed Variations - June 2026

Account Description	Responsibility	Budget Variance Pos/(Neg)
ANIMAL SERVICES		
Animal Services Contribution to Pounds		
This variation reflects increased costs impacted by heightened demand on cat holding and care services during the year. A recent increase in cat intakes over several months, combined with periods where animal welfare requirements necessitated extended holding times, resulted in higher care and holding costs than originally budgeted. In addition, intermittent health management measures temporarily constrained adoption and intake activities, further extending lengths of stay. Collectively, these factors led to higher than anticipated for the financial year.	Environmental Health & Compliance	(331,531)
Companion Animal Commission		
Animal registration revenue received from the Office of Local Government (OLG) during 2025-26 was lower than anticipated and did not reflect the full value of registrations recorded during the reporting period. This variance is primarily attributable to the timing and method of revenue distribution by OLG. Revenue collected from registrations is administered centrally by OLG and distributed to councils in accordance with the Companion Animals framework, with payments not always directly aligned to the timing of registrations occurring within the financial year.	Environmental Health & Compliance	(70,953)
TOTAL ANIMAL SERVICES		**(402,484)**
CITY PLANNING		
Planning Fee Income		
Section 10.7 certificate income is predominantly a product of the level of activity in the property market. The market has been stronger than expected with property transactions and development exceeding the original estimated income levels.	City Planning	133,537
Cultural Facilities Contributions Plan		
As reported to Council on 25 February 2019 the 2018-19 Borrowing Program included $2.7m to offset the S7.11 Cultural Facilities Plan that is currently in deficit. Funding for the debt servicing costs for these loans was included in the 2016-17 SRV. During 2025-26 Council has received development contributions. These funds have reduced the total Plan deficit which in turn has reduced the funds required to be held in Reserve to reduce the possible impact to Council in the future.	City Planning	98,860
Recognition of revenue for applications		
Council is receiving and will continue to receive, multiple applications for rezoning and other amendments to the LEP. Fees are paid when the application is lodged, and these funds are then held as deferred income until assessment of the application is completed at which time the funds are recognised as income. This adjustment to income will be recognised in future years on completion of the assessment of applications currently in progress.	City Planning	400,794
TOTAL CITY PLANNING		**633,191**

Significant Proposed Variations - June 2026

Account Description	Responsibility	Budget Variance Pos/(Neg)
CIVIL MAINTENANCE, RENEWAL AND CONSTRUCTION		
Roads Maintenance Fee income		
Additional revenue was received for Roads Maintenance mostly attributed to Road Opening Permits and Road & Footpath Closures. This is offset by a reduction of Roads Maintenance revenue relating to Road Opening Restorations, Inspection and Administration fees.	City Presentation	337,081
Roads Reconstruction Program		
The 2025-26 Roads Reconstruction Program has been fully delivered with modest savings achieved.	City Presentation	81,922
Roads Maintenance Expenditure		
In 2025-26, Council experienced increased costs for Roads Maintenance including but not limited to building materials, contractors, traffic control, fuel prices and waste disposal. This has resulted in an unfavourable variance which is partially offset against additional the Roads Maintenance income received for the financial year.	City Presentation	(682,421)
River Road - Major slip threatening road		
The project established to address and manage the emerging pavement failures at River Road and Riverside road. The funding also facilitated the preliminary investigation and design works for the Disaster Recovery Funding Arrangements grant application associated with the river bank failures as a result of recent floods. These activities were funded through Council resources prior to grant approval. Upon approval and acceptance of the grant, a new project was created and all eligible costs included in the project scope were transferred. The original project is no longer required and unspent funds may be returned to surplus.	Strategic Asset Management	54,329
Roads to Recovery		
Additional Financial Assistance Grant Local Roads Component funding was added to the roads to recovery program to supplement grant funding. Expenditure levels have resulted in this funding being surplus to requirements of the Roads to Recovery program for the 2025-26 year.	Strategic Asset Management	194,903
TOTAL CIVIL MAINTENANCE, RENEWAL AND CONSTRUCTION		**(14,186)**
COMMUNITY FACILITIES AND RECREATION PLANNING		
Sportsground field lighting income		
Sportsground rental revenue exceeded budget targets during the year, reflecting continued growth in demand for sporting facilities across the Penrith LGA. The favourable result was driven by increased facility utilisation, growth in sporting club participation, and higher booking volumes. Fee increases implemented during the year also contributed to the stronger-than-budgeted revenue outcome.	Community Facilities and Recreation	71,949
TOTAL COMMUNITY FACILITIES AND RECREATION PLANNING		**71,949**

Significant Proposed Variations - June 2026

Account Description	Responsibility	Budget Variance Pos/(Neg)
Community Resilience (Neighbourhood Renewal)		
Neighbourhood Renewal Capital Program		
This budget was initially intended as a supplemental funding source for the Penrith Mayoral Challenge project, however an alternative funding source has been identified and secured enabling these funds to be returned to the surplus for reallocation to other priorities.	City Activation, Community and Place	131,871
TOTAL Community Resilience (Neighbourhood Renewal)		**131,871**
Development Application		
Development Services Consultant		
There has not been the demand for specialist consultant engagement during the period that was projected. An increased demand in consultants engaged in DA processing has been offset by salary savings rather than this area and in-house officers relied upon for advice in assessing more complex applications.	Development Services	57,550
Local Planning Panel		
More electronic determinations and a decrease in public determination meetings for the period has resulted in a saving in Local Planning Panel expenditure than that projected, with the transfer of Regional Panel functions to the Local Planning Panel not coming into effect for determinations as soon as forecast.	Development Services	64,818
TOTAL Development Application		**122,368**
Development Engineering		
Development Engineering Income		
Construction Certificate income and Compliance Certificate income (engineering inspections) are paid in full up front by developers in accordance with Council Fees & Charges. In accordance with Australian Accounting Standards, these charges are held as deferred income are only recognised as income when projects are completed which in some cases can take 12 months or more. Budgets for these income items are set having regard to applications paid but not determined as well as anticipated demand.	Engineering Services	465,884
TOTAL Development Engineering		**465,884**
Environmental Health		
Public Health Services		
The variance in budget item Public Health Services was primarily associated with a higher than anticipated amount from regulatory activities, including food business inspections and reinspections, together with an increase in the statutory fee for Improvement Notices endorsed by the NSW Food Authority during the 2025-26 reporting period. Income associated with regulatory administration fees and penalty notice payments also contributed to the variance. These streams are inherently variable and difficult to predict accurately at the commencement of the financial year, as they depend on regulatory activity levels, compliance outcomes and the timing of payments, including payments received under arrangements established in previous years.	Environmental Health & Compliance	145,835
TOTAL Environmental Health		**145,835**
Fire Safety and Certification		
Development Applications Income		

Significant Proposed Variations - June 2026

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This variation relates to the following categories, Development Applications Minor- The variation in DA fee income in this area from that projected can be attributed to rapidly increasing construction costs reflected in estimated cost of works on which the fee is based which will be reviewed for future estimates. Development Applications Major- This variation in DA fee income is attributed to a major Development Application not being determined within the financial year as originally projected and will now be recognised in the 2026-27 financial year.	Development Services	100,067
Development Applications Income		
This variation relates to the following categories, Development Applications Minor- The variation in DA fee income in this area from that projected can be attributed to rapidly increasing construction costs reflected in estimated cost of works on which the fee is based which will be reviewed for future estimates. Development Applications Major- This variation in DA fee income is attributed to a major Development Application not being determined within the financial year as originally projected and will now be recognised in the 2026-27 financial year.	Development Services	(757,164)
Fire Safety Program Income		
A continued expansion of buildings requiring Annual Fire Safety Statements together with more active overdue reminders has resulted in a variation to projected income which warrants review for future estimates.	Development Services	65,039
TOTAL Fire Safety and Certification		**(592,058)**
Fleet and Plant Management		
Depot Operations Budget Expenditure		
Following a review of inventory accounts, the accounting treatment for tools used in operations has been updated. These tools were previously classified as inventory and be expensed when issued from stores, as they fall below the capitalisation threshold they will now be expensed as they are acquired, this has necessitated a one -off expense of stock currently held in inventory.	City Presentation	(274,749)
TOTAL Fleet and Plant Management		**(274,749)**
Floodplain and Stormwater Management		
Flood Reports		
Over the past several years, our income from issuing Flood Certificates and providing Flood Models has remained steady. On average, we have processed approximately 400 Flood Certificates annually. Of these, about 320 are external certificates, for which fees are charged, and roughly 80 are internal certificates, which are exempt from fees. In the 2025-26 financial year, we observed a notable increase in activity, issuing 410 Flood Certificates—an increase of around 90 compared to previous years. This rise is primarily due to a greater demand for flood certificates, coupled with an adjustment to the applicable fees.	Engineering Services	68,542
TOTAL Floodplain and Stormwater Management		**68,542**
Information Technology		
Communication Data and Connections		

Significant Proposed Variations - June 2026

Account Description	Responsibility	Budget Variance Pos/(Neg)
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Corporate Software Licences and Maintenance		
A favourable variance of $208,390 has been identified across software licensing and maintenance budgets with the variance primarily resulting from budget provisions exceeding actual costs. The largest saving relates to Pulse Software, where renewal costs reduced significantly following the removal of several subscription modules. Additional savings were realised from the Satori and Optimo contracts, which were renewed or continued at costs below original budget estimates.	Information and Communications Technology	208,390
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TOTAL Information Technology		**299,743**
Libraries		
Libraries Operational Expenditure		
The majority of this variance relates to higher than budgeted electricity costs ($30,000)and the remainder relates to an increased volume of library furniture and equipment requiring replacement.	Library Services	(52,553)
TOTAL Libraries		**(52,553)**
Place and Activation		
Penrith Events Partnerships Program - Major Events Sponsorships		
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TOTAL Place and Activation		**78,500**
Public Space Maintenance (Buildings)		
Building Maintenance Expenditure		
A large portion of these costs are attributed to reactive and unplanned work for Councils Aquatic and Arts and Cultural Centres. Council is continuing to experience increasing maintenance costs of these large, complex and very aged assets.	City Presentation	(147,654)
Building Operations Expenditure		

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Building Asset Renewal Program		
$725,709 from the Building Asset Renewal program was returned. In order to progress through the PMO framework funding is allocated based on high level cost estimates. Historically funds are allocated to projects on 1 July each year. These funds were originally allocated to building renewal projects and were subject to design and detailed costings. Each project is also allocated a 20% contingency. On completion of the project any remaining contingency is returned to the BAR. This funding return occurs late in the financial year which typically does not allow time to reallocate funding to other projects. Further, several projects were deferred during 2025-26 following changes in organisational priorities and scope, allowing resources to be redirected to higher-priority projects and more urgent operational requirements. At the same time, several asset projects have been reassessed, with scope evolving from renewal works to knockdown-and-rebuild solutions due to the continued deterioration of asset condition. While these revised approaches are expected to deliver more sustainable long-term outcomes, they are anticipated to require significantly higher investment. As a result, there is likely to be an increased budget requirement for these projects, which will influence the BAR program over the coming years.	Strategic Asset Management	725,709
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Public Space Maintenance (City Services)		
Nursery Operations		
This variance is primarily due to nursery operations being stronger than anticipated from existing Council budgets. Additionally, favourable movements in operating costs and income have further contributed to the positive result.	City Presentation	216,617
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The program did not commence at full capacity. A review has been undertaken and the project spend is lower compared to budget due to minimal activity during this period.	Economy and Marketing	52,482
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Domestic Waste Reserve Funding of expenditure		
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As part of the June quarterly review the following items are proposed to be facilitated through a specific transfer of funds to reserve:- - "Our Place" Community Newsletter An allocation of $266,000 will enable this program to continue in a revised format as outlined in Councils 2026-27 operational plan - Bird Flu preparedness An allocation of $100,000 towards Bird Flu preparedness and response including protective and collection & disposal equipment. - Passadena Room Upgrades An allocation of $250,000 will enable upgrades to the Audio Visual and IT equipment in addition to potential building upgrades such as acoustic treatments. These upgrades are intended to ensure the room can be contemporary, reliable, and fit for purpose into the future. - Other -Various Resources - $149,495 including: Information management - Scanner $10,000 Consultant - Development Engineering $35,000 Temporary Project Officer - Community Facilities & Recreation $78,793 External Conduct Review $5,000 ARIC Assessor $10,000 Legacy Business Paper System Licencing extension $10,702	Organisational	(765,495)
Transfer to Financial Management Reserve		
The development of the annual budget each year requires a number of assumptions to be made in relation to both expenditure and income that are dependent on factors that are outside Council's control. To safeguard against movements in these assumptions and forecasts, it is proposed that the June quarter surplus be transferred to Councils Financial Management Reserve. This allocation is intended to provide capacity to respond to any current and emerging priorities, including challenges identified in the latest iteration of Councils Long Term Financial Plan which forms part of Councils adopted Operational Plan. Once this allocation is made, the cash Budget position for 2025-26 is a balanced Budget.	Organisational	(4,566,498)
Movement in Employee Leave Entitlement (ELE) Provisions		

Significant Proposed Variations - June 2026

Account Description	Responsibility	Budget Variance Pos/(Neg)
This variation reflects the net movement in Employee Leave entitlements, resignations/retirements, and the impact of leave balances throughout the organisation. Each year this provision is updated to include future wages increases, on-costs, and expected retirements using a discount rate that is affected by interest rates prevalent at the time. In addition, provisions for these costs are often budgeted to safeguard against a negative result at end of year. This is traditionally a difficult area to accurately predict and council officers therefore take a conservative approach.	Organisational	2,351,587
Salary Savings		
Salary savings accrued across the organisation after on-cost balancing as part of the year end process were largely due to vacancies.	Organisational	1,139,231
TOTAL General Revenue/Untied Income		**(1,256,572)**
Total Variances over $50k		**84,391**
Other Variances under $50k		**1,917,431**
June 2026 Quarter Cash Surplus/(Deficit)		**2,001,822**
Original 2025-26 Cash Budget Surplus/(Deficit)		**(2,851,879)**
1st Quarter Variances to adopted budget previously reported to Council		**1,625,709**
2nd Quarter Variances to adopted budget previously reported to Council		**95,275**
3rd Quarter Variances to adopted budget previously reported to Council		**(870,927)**
4th Quarter proposed Variances to Budget		**2,001,822**
Net Predicted Cash Surplus/(Deficit) for 2025-26		**(0)**

significantly to the balance remaining in the project budget upon completion.

Development Contributions Income – Increase $2,260,748 (Reserve) – City Planning

The income received is higher than budget, mainly attributed to increased development activities in the LGA, particularly in the Mamre Road precinct, S712 non-residential development, Penrith Aerotropolis and the Orchard Hills North release area.

Furthermore, the Local Open Space, District Open Space and Community Facilities Plans have also seen positive outcomes due to contributions from secondary dwellings, dual occupancies, boarding homes and co-living housing. Additionally, we have seen positive outcomes for Affordable Rental Housing – Orchard Hills North contributing positively to the overall result.

There is a significant reduction in WELL Contribution Plan revenue in the current financial year. This decrease is attributable to Council's credit obligations under the Voluntary Planning Agreement (VPA) for 16 Chapman Street, which has resulted in lower contribution revenue being recognised during the year.

Making our Creative Spaces Work Harder Income – Increase $200,000 (Grant) – City Activation, Community and Place

Grant funding was received earlier than anticipated from the Create NSW - Western Sydney Strategic Partnership Program for the revitalisation of two studio spaces in Council's cultural facilities, Joan Sutherland Performing Arts Centre and Penrith Regional Gallery and the Lewers Bequest. In addition, a 12-month artist development program will be delivered in collaboration with Penrith Performing & Visual Arts, increasing artists' professional capabilities whilst developing new audiences.

Planning Proposal Applications to Amend a LEP and DCP Income – Increase $267,196 (Reserve) – City Planning

Fees for applications to amend Local Environment Plans and Development Control Plans are paid as the application is lodged, these funds are then held as deferred income until assessment of the application is completed at which time the funds are recognised as income. This adjustment represents the recognition of income for applications where their assessment was finalised in 2025-26.

Legal Recovery Income - $453,660 (Reserve) Legal Services

Legal Recovery Income is higher than budgeted due to funds received in relation to a financial loss currently in the process of litigation and investigation for recovery by insurance. The payment was received following court proceedings and includes both recovered funds and accrued interest.

Public Land Management Income – Decrease (Reserve) $120,839 – Property Investment

This variance relates to the timing and apportionment of income received in full for a 3-year lease for leasehold acquisition compensation. Income has been apportioned to recognise the appropriate amount in 2025-26 with the remaining being allocated to income and advance.

Children Services Income – $1,882,907 (Reserve) – Children's Services

Children's Services has received significant funding under wage retention payment programs. The program is to support childcare worker's wage increases. Additional funding for Preschool services that is based on utilisation has also been received under the start strong program, this funding supports free preschool with up to 600 hours of fee free education per year for children aged 3 to 5 years. The Inclusion support service funding also received to support staffing cost for additional need children. The Preschool disability support program funding received to support staffing cost.

Property Investment Portfolio Capital Works Program Expenditure – Decrease $404,625 (Reserve) – Property Investment

A total budget of $500,000 was allocated in the 2025-26 financial year for capital works at various properties. Expenditure was lower than forecast, primarily due to only a portion of the planned works being completed.

Property Acquisitions Expenditure – Increase $1.5m (Reserve) – Property Investment

2025-26 costs represent the deposit and Legal costs for a property acquisition adopted by Council in May. Settlement took place early July 2026.

Industrial Warehouse Project Expenditure – Decrease $145,000 (Reserve) – Property Investment

Council was investigating the opportunity of developing an industrial unit on a parcel of land in St Marys, which was to include managing a building contractor, securing a tenant for the building and retaining it in the investment portfolio. The project direction has been revised in response to a range of market and delivery factors. Historical delays in obtaining planning approvals, escalating construction costs and ongoing labour market constraints significantly affected the risk, feasibility and timing of Council taking on the role of 'developer' in delivering an industrial unit on the site. In addition, the Council's property portfolio had, over time, achieved a greater level of diversification through the acquisition of industrial assets. Collectively, these factors supported a strategic decision to divest the site and deploy the capital to an existing investment opportunity rather than proceeding with delivering the industrial development directly.

Erskine Park Reinvestment Project Expenditure – Decrease $137,176 (Reserve) – Design & Projects

This variance relates to the forecast budget for the sales and marketing costs associated with the sale of the Erskine Park residential lots. The project has experienced, delays to the civil works program, which in part have resulted in the sales process being delayed, hence the associated expenditure has therefore not yet occurred.

Domestic Waste Income Decrease $536,910 and Expense Decrease $917,528 (Reserve) – Waste and Resource Recovery

In budgeting for the domestic waste income, a lower rate of development proceeding to occupation occurred during 2025-2026 than was anticipated. This resulted in less domestic waste management income and more vacant land income. Sustainable practice of households and the high uptake of Sustainable Services with a fortnightly residual garbage collection also contributed to a lower income from domestic waste charges.

Similarly, the estimated generation of waste and resource recovery streams was overestimated, aligning with the expectation of more households. This was exacerbated by a drier overall year leading to lower garden organics generation. Tonnage estimates for Organics, residual waste, recycling and bulky household waste were all over-estimated, resulting in the majority of the surplus. More mattresses were collected than anticipated in mattress collection and recycling in 2025-2026.

The Contamination Penalty did not apply for resource recovery processing and this can be attributed to the vast majority of the community sorting habits and Councils Resource Recovery Field team identifying households that do contaminate their bins and supporting them to sort correctly or choose a more suitable bin service.

Planning Proposal Applications to Amend a LEP Expenditure – Decrease $165,674 (Reserve) – City Planning

Given the complexity of the assessment process and statutory requirements, rezoning applications are often assessed over several years, with expenditure occurring across multiple financial periods. As a result, funds have been returned to the Rezoning Reserve and will be drawn upon as required to fund the assessment of rezoning applications that remain in progress.

Road Restorations Expenditure - Increase $210,000 (Reserve) – City Presentation

Council reserves the right to restore damage to Council assets made by any party to any Council property. This adjustment represents necessary road restoration works delivered in 2025-26 where Road Reserve Restoration fees were received in a prior year.

Kevin Dwyer Park Electrical Upgrade Expenditure – Increase $105,163 (Reserve) – City Presentation

Due to damage occurring to the electrical supply at Kevin Dwyer Park, urgent rectification works were required to restore the electrical infrastructure and ensure the installation was returned to a safe, compliant and operational condition.

Legal Services Projects Expenditure (Various) - $348,142 (Reserve) - Legal Services

Variations within Legal Services projects reflect the timing and progression of matters through court systems. Expenditure fluctuations are driven by the delivery of approved legal projects in which Council is a respondent or defendant to proceedings, rather than the initiating party.

Insurance Claims Liability Provision Expenditure $198,437 (Reserve) - Legal Services

The Insurance Provisions balance decreased by $198,437.45 during the 2025-26 financial year following a review of outstanding and anticipated insurance claim liabilities. This reduction reflects the reassessment of existing claims, settlement outcomes, and updated actuarial estimates, which indicated that the provision previously held was no longer required at the same level. The adjustment ensures that Council's financial statements accurately reflect the estimated future obligations associated with insurance and liability claims as at 30 June 2026, in accordance with applicable accounting standards and prudent financial management practices.

Core Systems Transformation project Expenditure $6,235,894 (Reserve) – Business Excellence

As is common with large-scale ERP transformations complexities relating to system configuration, integration dependencies, resource availability, business readiness, testing activities, and change management have impacted estimated delivery timeframes for some components of the implementation. As a result, a portion of the planned expenditure has been reforecast to later stages of the project however this adjustment is still maintained within the overall delivery timeframe for the full system implementation.

Nursery Redevelopment and Cumberland Plain Improvement Expenditure – Decrease $170,031 (Grant) – Design & Projects

The Nursery Redevelopment and Cumberland Plain Improvement Project is progressing; however, delays in obtaining planning approvals have impacted project milestones and expenditure. As a result, funding has been rephased to align with the revised delivery schedule and forecast spending profile. The funding body has approved an extension of time, with project completion now anticipated by 31 August 2028.

Andromeda Ovals, Field Surface and Carpark improvements Expenditure – Decrease $156,470 (Grant) – Design & Projects

The Andromeda Ovals project was completed under budget due to a well-defined scope of works and effective procurement strategies. The project delivered significant upgrades to the precinct, including field drainage improvements, a storage building, car park and associated civil works, as well as landscaping enhancements surrounding the ovals. The use of Local Government Procurement (LGP) and building panels encouraged strong market competition, resulting in highly competitive pricing while maintaining a high standard of quality. All construction stages were completed in April 2026, with the final component of the project being a 12-month tree establishment period, scheduled for completion in April 2027.

The project has successfully achieved its objectives while generating significant budget savings.

Weir Reserve Pedestrian Bridge and Path Restoration Works Expenditure – Decrease $239,845 (Grant, General Revenue) – Design & Projects

The Weir Reserve Pedestrian Bridge and Pathway Project involved the restoration of flood-damaged bridge, pathway and riverbank infrastructure within the Great River Walk corridor. Significant savings were achieved through the development of a well-defined project scope, a competitive procurement process and the engagement of an experienced contractor capable of delivering the specialised remediation and bridge restoration works. The project was successfully completed in February 2026, restoring safe public access and improving the resilience of the infrastructure following storm and flood damage.

Coreen Avenue Intersection Upgrade Expenditure – Decrease $2,911,894 (Grant) – Design & Projects

The Coreen Avenue Intersections Upgrade Project (MP301)
was established to improve safety, traffic efficiency and network performance along the Coreen Avenue corridor through upgrades to four key intersections. The project progressed through investigation, traffic modelling, detailed design and cost estimation.

During the detailed design phase, revised cost estimates identified a significant funding shortfall between the available grant funding and the forecast cost of delivering the project. In response, Council explored a range of options to maximise the value of the available funding, including reducing the project scope, reprioritising intersections and adopting a staged delivery approach. As such, the project (and hance expenditure) has not progressed as planned.

Council recently applied for a scope variation; this was not supported and indeed the available funding has further reduced. Council Officers are exploring opportunities and a report will be forthcoming.

St Marys Central Park Expenditure – Decrease $374,640 (Grant) – Design & Projects

The commencement of construction for the St Marys central park redevelopment project was delayed due to the discovery of site contamination, which required additional design development and remediation planning. The project also underwent multiple flood-modelling iterations to address flooding conditions identified during the design process and to coordinate the proposed contamination remediation strategies.

As a result, a significant portion of the planned expenditure was deferred to the construction phase, which has now recently commenced. The project remains on track for completion by mid-2028.

Dunheved Road Upgrade Expenditure – Decrease $3,897,739 (Grant) – Design & Projects

The Dunheved Rd Upgrade project was divided into portions to prioritise site investigations and design validation, effectively reducing project risks. As a result, most construction activities are now scheduled for 2027–2028, leading to a rephasing of costs. The anticipated completion date (mid 2028) is contingent upon appointing (subject to council endorsement) a contractor for the next stage, the feasibility of the anticipated date, and validating cost pressures.
The delivery of the Dunheved Road Upgrade is Off Track against original timeframes due to several factors. The procurement strategy has been recalibrated, with a focus of delivering the project in Stages. Stage SP1 (Early Works) is nearing completion and encountered challenges/delays with wet weather and utility clashes associated with the works at Orleton Place. These have been resolved and design plans finalised. The next phase, being SP2 is planned to deliver Dunheved Road aligned with the available budget. Council will be presented with a report in Q1 (2026-27) to determine a pathway forward.

Multi Indoor Sports Stadium Expenditure – Increase $1,115,268 (Grant) – Design & Projects

The Penrith Indoor Multi-sport Arena is a multi-year project currently progressing through the design and investigation phase. The budget variation reflects the earlier-than-anticipated progression of several design and investigation activities that were originally forecast for a later period. The project continues to advance in line with the approved program, with no delays currently impacting delivery. Construction completion remains on schedule and is anticipated in mid-2029.

Children Services Expenditure – Decrease $1,884,813 (Reserve) – Children's Services

The expense is high due to higher income. The staffing cost is high due to funding received to offset the salary and wages. The funding like wage retention payment, Preschool disability support program, Inclusion support services and Start Strong funding. There is also some savings in variable expenditures like Cleaning, Hardware, Office Supply, Cleaning, Bank Fee, Printing etc.

Motor Vehicle Maintenance Expenditure - Decrease $240,174 (Reserve) – City Presentation

Expenditure on vehicle repairs and maintenance was significantly less than forecast for the 25-26 year. These funds will be transferred into the Motor Vehicle Replacement Reserve to contribute towards the funding of Council's Vehicle Replacement Program. Council Officers will be expediting expenditure in 26-27.

Plant Maintenance Expenditure – Decrease $308,999 (Reserve) - City Presentation

Expenditure on repairs and maintenance of Council's plant was significantly less than forecast for the 25-26 year. These funds are transferred into the Plant Replacement Reserve to contribute towards the funding of Council's Plant Replacement Program. Council Officers will be expediting expenditure in 26-27.

Penrith Mayoral Challenge Pendock Road Cranebrook Expenditure – Decrease $115,825 (Reserve) – City Activation, Community and Place

Following community engagement by the Neighbourhood Renewal Program, the need for Penrith Mayoral Challenge Pendock Reserve has been validated and the work listed in the draft Cranebrook Neighbourhood Action Plan, which is scheduled for adoption in August 2026. Funds identified for the delivery of this project in 2027-28 have been transferred to the Financial Management Reserve.

Traffic Facilities - Regulatory Expenditure – Decrease $213,448 (Grant) – City Presentation

Council received funding from Transport for NSW through the 2025-26 Regional Road Block Grant Program for works directly associated with traffic facilities on regional and local roads. The proposed adjustment reflects lower than anticipated expenditure of grant funded works during 2025-26. Consistent with the grant funding agreement, any unspent balance at the end of the financial year will be recovered through a reduction in grant funding provided in a future year. for 26-27, this program of works will align with the available budget.

Depreciation Expense – Decrease $6.144m (non-cash) – Organisational
Depreciation expenditure recorded for the year based on Australian Accounting Standards as below budget, Ongoing improvements and controls are being implemented to support continued accuracy in budgeting for Depreciation.

Plant Replacement Net Expenditure - Decrease $993,656 (Reserve) – City Presentation
Delivery of the 2025-26 Plant Replacement Program has been primarily impacted by the prioritisation of new plant purchases required to support maintenance of newly acquired public space assets, together with supplier lead times and staffing changes. Three replacement plant items have been ordered and fully committed within the project budget but will not be delivered before 30 June 2026. Delivery is expected by the end of the 2026 calendar year.

To align with the revised delivery schedule and support program continuation, unspent funds net of projected sale income are proposed to be transferred to reserve. This will allow completion of the delayed replacements in conjunction with the 2026-27 Plant Replacement Program. No significant operational impacts are anticipated; however, further delays in replacing ageing plant may increase the risk of unplanned breakdowns and higher maintenance costs.

Motor Vehicle Purchases Net Expenditure - Decrease $298,800 (Reserve) – City Presentation
Vehicles identified in 2025-26 Motor Vehicle Replacement Schedule have orders placed and full replacement purchase cost funds committed to project account but are yet to be delivered before June 30, 2026. Manufacturer lead times and industry demands have seen a trend in longer lead times for motor vehicle orders to be delivered.
To align with the revised delivery schedule and support program continuation, unspent funds net of projected sale income are proposed to be transferred to reserve. This will allow completion of the delayed replacements in conjunction with the 2026-27 Motor Vehicle Purchase Program.

PROPOSED REVOTED WORKS
as at June 2026

Description	Revote Amount $	General Revenue $	Other Funding $	Other Funding Source	Budget $	Actual $	Balance $
CAPITAL PROJECTS							
STRATEGIC ASSET MANAGEMENT							
Building Asset Renewal	694,500	186,095	508,405	General Revenue, SRV	2,293,224	-	2,293,224
Foothpath Delivery Program	12,959	12,959	-	General Revenue	87,864	116,905	(29,041)
Roads to Recovery 2024-2029	48,762	-	48,762	Grant	2,630,551	2,386,886	243,665
Council Depot Animal Freezer Container replacement	20,982	-	20,982	Reserve	41,004	20,022	20,982
The Joan Fire Panel Replacement	38,279	-	38,279	SRV	38,279	-	38,279
The Joan Sutherland - Fire Damper Door replacement	10,011	-	10,011	SRV	-	-	-
Glenmore Park Community Centre - Smoke detector renewal	19,686	-	19,686	SRV	-	-	-
Andrews Rd Rugby Pavillion CCTV Install	21,808	-	21,808	SRV	-	-	-
City Park Amenities CCTV Install	37,394	-	37,394	SRV	-	-	-
Ched Towns Amenities CCTV Install	21,808	-	21,808	SRV	-	-	-
Gipps St Amenities CCTV Install	20,680	-	20,680	SRV	-	-	-
Penrith Pool Heat Pump Coil replacement	13,267	-	13,267	SRV	-	-	-
Jordan Springs Air Cooled Condenser renewal	15,142	-	15,142	SRV	-	-	-
Ripples Aquatic Centre VESDA Filter Replacement	9,543	-	9,543	SRV	-	-	-
The Joan Sutherland - Truss and Theatrical Lighting works	175,000	-	175,000	SRV	-	-	-
Thornton water features - fountain reinstatement	21,182	-	21,182	SRV	-	-	-
TOTAL STRATEGIC ASSET MANAGEMENT	1,181,003	199,054	981,949	-	5,090,922	2,523,813	2,567,109
CITY PLANNING							
Aldington Rd Mamre Precinct - Accelerated Infrastructure Fun	1,383,800	-	1,383,800	Grant	1,398,000	14,200	1,383,800
TOTAL CITY PLANNING	1,383,800	-	1,383,800	-	1,398,000	14,200	1,383,800

PROPOSED REVOTED WORKS

as at June 2026

Description	Revote Amount $	General Revenue $	Other Funding $	Other Funding Source	Budget $	Actual $	Balance $
CITY PRESENTATION							
Road Resealing/ Resheeting (Pt AREAS)	1,219,835	-	1,219,835	Reserve	5,543,069	4,323,234	1,219,835
Traffic and Transport Facilities Program	82,710	82,710	-	General Revenue	525,546	442,837	82,709
Eighth Avenue Flood Safety Gates Installation	137,574	-	137,574	Grant Reserve	437,683	300,109	137,574
Bringelly Rd (Montgrove College) Pedestrian Cross GFR-1190	57,712	37,000	20,712	General Revenue, Grant	33,484	12,772	20,712
Glenmore Pway (Glengarry Dr & Camellia Ave) Traffic Safety I	112,988	-	112,988	Grant	1,206,783	1,303,796	(97,013)
Third Ave (Seventh & Fifth), Llandilo Traffic Safety Improve	57,071	-	57,071	Grant	9,291	9,220	71
Urban Drainage Construction Program	88,486	88,486	-	General Revenue	589,882	974,867	(384,985)
Thornton Locale	42,012	-	42,012	Grant	454,407	412,395	42,012
Luddenham Road, Orchard Hill - Vehicle activated signs (VAS)	76,356	-	76,356	Grant	202,500	126,144	76,356
Werrington Road, Werrington - Proposed Shared Path and Raise	499,828	-	499,828	Grant	519,750	19,922	499,828
Illawong Ave and Caloola Ave, Penrith Road Safety Program pr	717,067	-	717,067	Grant	1,453,320	736,253	717,067
Coreen Ave, Penrith - Shared Path	91,200	-	91,200	Grant	100,800	9,600	91,200
Herbert St Werrington Shared Path Construction	13,182	13,182	-	General Revenue	-	134,818	(134,818)
Rocket Ship Play Unit Repair	60,000	60,000	-	General Revenue	50,471	-	50,471
TOTAL CITY PRESENTATION	3,256,021	281,378	2,974,643	-	11,126,986	8,805,966	2,321,020
DESIGN & PROJECTS							
Regatta Park - Stage 1	160,693	-	160,693	Reserve	418,089	257,396	160,693
Gipps Street Recreation Precinct	167,392	-	167,392	Reserve	287,510	120,118	167,392
Bennett Park St Marys Mixed Recreation Space	785,873	-	785,873	Grant	913,431	160,872	752,559
Ridge Park Hall Building Renewal Refurbishment	536,240	-	536,240	SRV	550,000	13,760	536,240
West Lane Toilets Upgrade & New Adult Change	27,252	-	27,252	SRV	270,036	242,784	27,252
Londonderry Park Playspace Upgrade	11,775	-	11,775	Reserve	704,783	693,008	11,775
Parker Street Reserve Upgrades	987,551	-	987,551	Grant SRV	1,491,677	504,126	987,551
Greenway Drive South Penrith Playspace Upgrade	212,711	-	212,711	Grant	230,000	17,289	212,711
Amaroo Street Kingswood Playspace Upgrade	261,456	-	261,456	Grant	261,456	-	261,456
Castlereagh Rural Fire Brigade Station Rebuild	329,775	-	329,775	Grant SRV	506,508	156,002	350,506
Arthur Neave Tennis Spectator Cover	181,720	-	181,720	SRV Reserve	188,311	6,591	181,720
Rance Oval Storage and Shelter	301,649	-	301,649	SRV	539,558	237,909	301,649
Mavis Harris Clubhouse Renewal	69,483	-	69,483	SRV	325,000	253,595	71,405
PAR Woodriff Gardens Floodlights	257,804	257,804	-	General Revenue	242,775	9,073	233,702
Great River Walk River Road, Lower Path Restoration	21,506	21,506	-	General Revenue	37,403	15,897	21,506
River Rd and Riverside Rd Flood Recovery Restoration Works	40,558	-	40,558	Grant	90,000	49,442	40,558
Arms of Australia Toilet Refurbishment	48,250	-	48,250	SRV	50,000	1,750	48,250
JSPAC Commercial Kitchen	16,500	-	16,500	SRV	15,000	3,500	11,500
Ripples Club House Toilet and Kitchen Refurbishment	120,000	-	120,000	SRV	120,000	-	120,000
Depot Amenities Refurbishment	20,000	-	20,000	SRV	50,000	-	50,000

PROPOSED REVOTED WORKS
as at June 2026

Description	Revote Amount $	General Revenue $	Other Funding $	Other Funding Source	Budget $	Actual $	Balance $
Blair Oval Lighting Works	137,356	137,356	-	General Revenue	25,000	25,300	(300)
Monfarville Reserve Drainage Rectification	52,302	28,035	24,267	General Revenue, SRV	-	2,700	(2,700)
Head of Department Offices Refurbishment	45,166	-	45,166	SRV	-	5,527	(5,527)
Structural Repair Work – Various Sites	420,000	-	420,000	SRV	-	-	-
Pool Covers	80,000	-	80,000	SRV	-	-	-
Civic Centre Tiled entry ramps and stair renewal	300,000	-	300,000	SRV	300,000	-	300,000
Peppertree Reserve Amenities	30,000	-	30,000	SRV	-	-	-
Ripples St Marys - Changeroom Refurb	100,000	-	100,000	SRV	-	-	-
Lewers Gallery Heritage Landscape Consultant	150,000	150,000	-	General Revenue	150,000	-	150,000
TOTAL DESIGN & PROJECTS	5,873,012	594,701	5,278,311	-	7,766,537	2,776,639	4,989,898

PROPOSED REVOTED WORKS

as at June 2026

Description	Revote Amount $	General Revenue $	Other Funding $	Other Funding Source	Budget $	Actual $	Balance $
INFORMATION & COMMUNICATIONS TECHNOLOGY							
Server Infrastructure Capital	188,450	188,450	-	General Revenue	201,949	13,499	188,450
TOTAL INFORMATION & COMMUNICATIONS TECHNOLOGY	188,450	188,450	-	-	201,949	13,499	188,450
LIBRARY SERVICES							
Library Resources - Capital	28,411	28,411	-	General Revenue	615,172	586,761	28,411
TOTAL LIBRARY SERVICES	28,411	28,411	-		615,172	586,761	28,411
PROPERTY INVESTMENT							
Erskine Pk Urban Reinvestment (refer MP970)	230,100	-	230,100	Reserve	744,451	377,175	367,276
TOTAL PROPERTY INVESTMENT	230,100	-	230,100		744,451	377,175	367,276
TOTAL CAPITAL PROJECTS	**12,140,797**	**1,291,994**	**10,848,803**				

OPERATING PROJECTS

Description	Revote Amount $	General Revenue $	Other Funding $	Other Funding Source	Budget $	Actual $	Balance $
CITY ACTIVATION COMMUNITY & PLACE							
NAIDOC Week	38,180	10,580	27,600	Contribution	154,243	98,086	56,157
Youth Opportunities Grant	26,236	-	26,236	Grant	46,976	20,740	26,236
Teresa James Reserve Cultural Fire Pilot	812	-	812	Grant	35,690	34,878	812
Reconciliation Action Plan	41,755	-	41,755	Reserve	50,000	8,245	41,755
Caring for Country - Cultural Fire - WSROC - Teresa James Re	1,046	-	1,046	Grant	40,000	38,954	1,046
GSLLS Teresa James Reserve 2025-26	26,318	-	26,318	Grant	27,062	744	26,318
Events Strategy Review	11,093	11,093	-	General revenue	28,178	17,085	11,093
Permit Plug Play Program	88,164	-	88,164	Grant	534,502	446,133	88,369
Mayoral Youth Challenge Engagement	11,597	2,976	8,621	General Revenue, SRV	28,250	16,653	11,597
TOTAL CITY ACTIVATION COMMUNITY & PLACE	245,201	24,649	220,552	-	944,901	681,520	263,381

PROPOSED REVOTED WORKS

as at June 2026

Description	Revote Amount $	General Revenue $	Other Funding $	Other Funding Source	Budget $	Actual $	Balance $
STRATEGIC ASSET MANAGEMENT							
Shared Pathways Maintenance Program	30,834	30,834	-	General Revenue	195,525	164,691	30,834
Temporary Asset Management Positions	29,617	-	29,617	Reserve	231,118	201,501	29,617
Civic Center Fire Panel FDCIE and subpanel replacement	30,273	-	30,273	SRV	85,602	55,329	30,273
Cranebrook NHC fridge replacement	3,465	-	3,465	SRV	3,465	-	3,465
Passenger Lift Lifecycle report and contract assitance	5,440	-	5,440	SRV	-	7,980	(7,980)
TOTAL STRATEGIC ASSET MANAGEMENT	99,629	30,834	68,795	-	515,710	429,501	86,209
ECONOMY & MARKETING							
Regional Strategic Alliance - Tourism	48,755	-	48,755	Contribution	48,755	-	48,755
Penrith Events Partnership Program – Major Events Sponsorshi	25,000	25,000	-	General Revenue	200,000	96,500	103,500
City Marketing	69,817	69,817	-	General Revenue	182,251	162,434	19,817
Urban Design and Activation	17,198	-	17,198	SRV	298,175	280,182	17,993
TOTAL ECONOMY & MARKETING	160,770	94,817	65,953	-	729,181	539,116	190,065
CITY PLANNING							
Externally Commissioned Studies	20,000	20,000	-	General Revenue	90,000	22,550	67,450
Planning Process Improvement (Contributions Reform)	97,500	-	97,500	Reserve	150,000	52,500	97,500
Development Contributions Actions	87,290	-	87,290	Reserve	150,000	62,710	87,290
TOTAL CITY PLANNING	204,790	20,000	184,790		390,000	137,760	252,240

PROPOSED REVOTED WORKS

as at June 2026

Description	Revote Amount $	General Revenue $	Other Funding $	Other Funding Source	Budget $	Actual $	Balance $
CITY PRESENTATION							
Protection Screens on GWH Bridge Emu Plains	500,000	-	500,000	Grant	500,000	-	500,000
Save Our Species - Persoonia Nutans (2022)	5,670	-	5,670	Grant	8,373	2,703	5,670
Biodiversity Offset Works – The Northern Road - Stage 2	70,611	-	70,611	Grant	193,180	122,569	70,611
Saving our Species Hibbertia sp. Bankstown Conservation	1,316	-	1,316	Grant	1,942	626	1,316
Saving our Species Persoonia nutans Conservation	5,844	-	5,844	Grant	7,860	2,016	5,844
Penrith Roadside Threatened Species Recovery	12,713	-	12,713	Grant	47,806	35,093	12,713
Saving our Species Hibbertia sp Bankstown Conservation Proj	7,344	-	7,344	Grant	8,000	656	7,344
Saving our Species Camden White Gum (Eucalyptus benthamii) C	8,368	-	8,368	Grant	10,000	1,632	8,368
Enforceable Undertakings - Grevillea juniperina and Pultenae	42,479	-	42,479	Contribution	50,000	7521	42,479
TOTAL CITY PRESENTATION	654,345	-	654,345	-	827,161	172,817	654,344
FUTURE DIRECTIONS AND RESILIENCE							
Delivering for Penrith	358,245	358,245	-	General Revenue	1,011,550	653,305	358,245
Louise Petchell Learning for Sustainability Scholarship	3,282	3,282	-	General Revenue	8,989	5,707	3,282
Community Resilience Initiatives - LG Recovery Grant	22,152	-	22,152	Grant	39,991	17,839	22,152
EV Transition Plan	8,764	-	8,764	Reserve	20,049	11,285	8,764
TOTAL FUTURE DIRECTIONS AND RESILIENCE	392,443	361,527	30,916	-	1,080,579	688,137	392,442
CITY STRATEGY							
Advocacy Program	28,736	28,736	-	General Revenue	25,000	10,168	14,832
Tree Canopy Targets for Penrith LGA	24,559	-	24,559	Grant	24,559	-	24,559
River Strategy	46,375	-	46,375	Reserve	60,000	13,625	46,375
East-West Corridor: Kingswood-Werrington	161,540	-	161,540	Grant Reserve	443,830	282,290	161,540
TOTAL CITY STRATEGY	261,210	28,736	232,474	-	553,389	306,082	247,307
DESIGN & PROJECTS							
Major Project Design Costs	145,059	-	145,059	SRV	184,000	39,011	144,989
TOTAL DESIGN & PROJECTS	145,059	-	145,059		184,000	39,011	144,989

PROPOSED REVOTED WORKS

as at June 2026

Description	Revote Amount $	General Revenue $	Other Funding $	Other Funding Source	Budget $	Actual $	Balance $
DIVISIONAL ASSURANCE							
Fire Safety Improvement Project	132,169	-	132,169	Reserve	342,576	210,407	132,169
TOTAL DIVISIONAL ASSURANCE	132,169	-	132,169		342,576	210,407	132,169
ENGINEERING SERVICES							
Emu Plain Floodplain Risk Management Study and Plan	126,923	-	126,923	Grant Reserve	231,622	104,699	126,923
Oxley Park levee - Investigation and Detailed Design	67,171	-	67,171	Grant Reserve	155,502	88,331	67,171
Upper Byrnes Creek catchment overland flow flood study	85,662	-	85,662	Grant Reserve	153,748	68,086	85,662
Blackwell Creek catchment flood study	178,131	-	178,131	Grant Reserve	243,313	65,182	178,131
Chapman Garden Retarding Basin – investigation and detailed	170,045	-	170,045	Grant Reserve	222,657	52,612	170,045
Claremont Creek Catchment Overland Flow Flood Study	93,942	-	93,942	Grant Reserve	173,118	79,176	93,942
Jamison Road and Stafford Street Retarding Basins	181,775	-	181,775	Grant Reserve	236,884	55,109	181,775
Pit and Pipe Survey Cambridge Park Catchment Flood Study	184,711	-	184,711	Reserve	287,398	102,687	184,711
Cambridge Park Catchment Flood Study	74,723	-	74,723	Grant Reserve	75,000	277	74,723
Penrith LGA Wide Flood Risk Data Compilation Study	120,000	-	120,000	Grant Reserve	120,000	-	120,000
TOTAL ENGINEERING SERVICES	1,283,083	-	1,283,083	-	1,899,242	616,159	1,283,083
EXECUTIVE SERVICES							
ELT Consultancy	50,000	50,000	-	General Revenue	-	-	-
TOTAL EXECUTIVE SERVICES	50,000	50,000	-		-	-	-
PEOPLE & CULTURE							
Silica Response	30,824	30,824	-	General Revenue	117,062	86,238	30,824
TOTAL PEOPLE & CULTURE	30,824	30,824	-		117,062	86,238	30,824
WASTE & RESOURCE RECOVERY							
MUDs FOGO Trial	114,059	-	114,059	Grant	114,061	2	114,059
WASM litter prevention stream 2 Intake 4 (grant)	23,450	-	23,450	Grant	64,000	40,550	23,450
TOTAL TOTAL PEOPLE & CULTURE	137,509	-	137,509	-	178,061	40,552	137,509
TOTAL OPERATING PROJECTS	**3,797,032**	**641,387**	**3,155,645**	**-**	**7,644,800**	**3,861,062**	**3,783,738**
TOTAL PROPOSED REVOTES	**15,937,829**	**1,933,381**	**14,004,448**	**-**	**7,644,800**	**3,861,062**	**3,783,738**

June 2026 REVOTE COMMENTS

Capital Projects

Strategic Asset Management

Building Asset Renewal – $694,500 (General Revenue/SRV)

The proposed revote for the Building asset renewal program has two main components being: Sales Park/Luddenham Oval Amenities Renewal, and the 2025-26 Painting program

The Sales Park/Luddenham Oval Amenities Renewal project has been delayed due to prioritisation of other projects within the capital works program and ongoing discussions regarding the final project scope. Scoping works have been completed, and design is ready to commence. Funding for this project has not been allocated in future years at this time, but will be prioritised. A revote of the remaining budget is required to enable delivery of the project. Without the budget carry forward, there may not be funding available to undertake the works in future years, resulting in further delays to the renewal of the amenities building. Design is expected to commence in the first quarter of the 2026–27 financial year, with procurement to occur later in 2026 and project delivery anticipated in the first half of 2027.

The Painting Schedule funds have remained unspent this year as there have been unexpected delays and competing priorities in establishing a new painting services contract to support the ongoing building renewal program. Delays in procuring and implementing the contract have resulted in the planned works not commencing as scheduled. A revote of the available budget is required to allow the painting works to be undertaken once the contract is established. Without the budget carry forward, funding will not be available to complete the planned renewal works, resulting in further delays to the building painting program. The revised timeframe for project completion is the 2026–27 financial year. Establishment of the painting services contract is expected to occur in the early part of the financial year, with the planned painting renewal works to be undertaken progressively following contract award and completed by 30 June 2027.

Footpath Delivery Program - Colless Street Penrith between Derby Street intersection and 116 Derby Street – $12,959 (General Revenue)

The project needed to be staged as an interim solution for shorter length and tree assessment took longer than expected. The project will be completed in the first quarter of the new financial year. This project is anticipated to be finished on 31 August 2026.

Roads to Recovery - $48,762 (Grant)

Project completed and Roads to Recovery advised transferring the surplus funds to 2026-27 projects. Surplus funds will help to deliver additional scope. Expected to be delivered before 31 August, 2026.

Council Depot Animal Freezer Container replacement - $20,982 (Reserve)

The freezer replacement could not be completed within the current budget period due to supplier stock unavailability. Although the work order was issued in the 2025-26 financial year, delivery and installation of the replacement freezer are pending until stock becomes available. The budget is therefore being revoted to the next period to align with completion of the works. The change in budget timing is not expected to have a significant impact on service delivery, project resources, or stakeholders. The replacement freezer cannot be installed until the supplier receives stock of the required unit. As a result, completion of the works has been delayed, and the associated budget expenditure will occur in the next reporting period. The replacement freezer is currently anticipated to be back in stock by the end of August 2026. Subject to supplier delivery schedules, installation and project completion are expected to occur shortly thereafter. The project timeframe will continue to be monitored, and any further changes will be managed accordingly.

The Joan Fire Panel Replacement - $38,279 (SRV)

The fire panel replacement project at the Joan Sutherland Performing Arts Centre has been delayed while the final scope of works is being developed in consultation with the specialist fire contractor. The additional time required to confirm project requirements and ensure an appropriate replacement solution has resulted in the project delivery timeframe being extended and expenditure being deferred to the next financial year. Further we are seeking to align the fire panel brands between the Civic Centre and Joan which has created further time delays. There are no adverse implications. There are currently no funds allocated in the 2026-27 financial year, so funds need to be revoted to allow works to be completed. This project is to be delivered in the next 6 months.

The Joan Sutherland - Fire Damper Door replacement - $10,011 (SRV)

The works have been delayed due to contractor availability and scheduling requirements associated with the Joan Theatre, resulting in expenditure being deferred to the next reporting period. The project has been programmed and will proceed in accordance with the revised schedule. The works are currently scheduled for completion by the end of September 2026, subject to contractor availability and stakeholder scheduling requirements.

Glenmore Park Community Centre - Smoke detector renewal - $19,686 (SRV)

The works have been delayed due to contractor availability and scheduling constraints. Although the projects have been programmed and work orders have been issued, the construction activities were not completed by 30 June 2026. Consequently, the associated invoices were not received or processed before the end of the financial year. The change in budget timing is not expected to impact the overall scope, expected outcomes, or strategic objectives of the project. The contractor is scheduled to commence on-site works on 10 July 2026, with all works expected to be completed by 14 July 2026, subject to site and weather conditions.

Andrews Rd Rugby Pavillion CCTV Install - $21,808 (SRV)

Quote received in the 2025-26 Financial year, Purchase Order raised, and supplier has ordered parts and is awaiting delivery before installation. A work order has been issued; however, the works have been delayed due to contractor availability. There are no adverse implications. There are no funds allocated in the 2026-27 financial year, so funds need to be revoted to allow works to be completed. Installation is expected in August 2026.

City Park Amenities CCTV Install - $37,394 (SRV)

Quote received in the 2025-26 Financial year, the purchase order was raised, supplier has ordered parts and is awaiting delivery before installation. A work order has been issued; however, the works have been delayed due to contractor availability. There are no funds allocated in the 2026-27 financial year, so funds need to be revoted to allow works to be completed. Installation is expected in August 2026.

Ched Towns Amenities CCTV Install - $21,808 (SRV)

Quote received in the 2025-26 Financial year, the purchase order was raised, supplier has ordered parts and is awaiting delivery before installation. A work order has been issued; however, the works have been delayed due to contractor availability. There are no funds allocated in the 2026-27 financial year, so funds need to be revoted to allow works to be completed. Installation is expected in August 2026.

Gipps St Amenities CCTV Install - $20,680 (SRV)

Quote received in the 2025-26 Financial year, the purchase order was raised, supplier has ordered parts and is awaiting delivery before installation. A work order has been issued; however, the works have been delayed due to contractor availability. There are no funds allocated in the 2026-27 financial year, so funds need to be revoted to allow works to be completed. Installation is expected in August 2026.

Penrith Pool Heat Pump Coil replacement - $13,267 (SRV)

Due to the timing of identifying the heat pump coil issues, this project could not be completed by 30 June 2026. Quote received and project number created, the purchase order and WO are currently being processed to deliver these urgent works. There are no funds allocated in the 2026-27 financial year, so funds need to be revoted to allow works to be completed. Works will be delivered in July 2026.

Jordan Springs Air Cooled Condenser renewal - $15,142 (SRV)

The works have been delayed due to contractor availability and scheduling constraints. Although the projects have been programmed and work orders have been issued, the construction activities were not completed by 30 June 2026. Consequently, the associated invoices were not received or processed before the end of the financial year. The change in budget timing is not expected to impact the overall scope, expected outcomes, or strategic objectives of the project. The delay is due to contractor and product availability, which has shifted the delivery of the project into the following financial year. On-site works are anticipated to commence in August 2026, subject to product availability.

Ripples Aquatic Centre VESDA Filter Replacement - $9543 (SRV)

The works have been delayed due to contractor availability and scheduling constraints. Although the projects have been programmed and work orders have been issued, the construction activities were not completed by 30 June 2026. Consequently, the associated invoices were not received or processed before the end of the financial year. The change in budget timing is not expected to impact the overall scope, expected outcomes, or strategic objectives of the project. The delay is due to contractor availability constraints, which have shifted the delivery of the works into the following financial year. The contractor was scheduled to commence on-site works in August 2026, subject to site conditions.

The Joan Sutherland - Truss and Theatrical Lighting works - $175,000 (SRV)

The change to the project budget timing is due to the finalisation of the Joan Sutherland Truss and Theatrical Lighting works scope. The scope required extensive review and consultation to ensure that the technical requirements were fully understood and appropriately defined. This included discussions with industry specialists to address the complexities of the works and confirm the most suitable project approach. As a result, the project program was extended, and budget expenditure has been rephased to align with the revised delivery schedule. The change to the project budget timing is not expected to affect the overall project outcomes. The adjustment reflects the additional time required to ensure that all technical requirements were thoroughly understood and appropriately incorporated into the project to minimise delivery risks. As funding is not included in the next financial year's budget, the required funding will need to be revoted so the works can be delivered. The project is expected to be released to the market in July, following procurement and award of the contract, delivery of the works is anticipated prior to October 2026.

Thornton water features - fountain reinstatement - $21,182 (SRV)

The works have been delayed due to contractor availability and scheduling. It is anticipated that the project will be completed and the associated invoices processed by September 2026. The primary impact is a delay in project delivery, with the completion of the works and expenditure of the allocated budget occurring in the following financial year. There are no anticipated impacts on project scope, service levels, or stakeholder outcomes, as the works remain programmed and committed. The budget adjustment ensures that funding remains available to complete the works once contractor resources become available. Due to contractor availability and scheduling constraints, the project completion date has been revised. While a work order has been issued and the works remain programmed, construction is now forecast to be completed by September 2026, with final invoicing and financial close-out to occur following completion of the works.

City Planning

Aldington Road Mamre Precinct - Accelerated Infrastructure Fund - $1,383,800 (Grant)

This is a multi-year, grant funded project, reliant on several external factors to enable the project to progress. The project is progressing and resources are available to complete the next stages of the project in the 2026-27 financial year.

This is an ongoing project and will be subject to negotiations in accordance with the Land Acquisition (Just Terms Compensation) Act 1991.

City Presentation

Road Resealing / Resheeting Program (Bridge Inspection program and Bridge Repair projects) - $1,219,835 (Reserve)

This project delivers Council's five-yearly Level 2 bridge inspection program, including provision for Level 3 engineering assessments where required, to identify structural defects, prioritise maintenance works and support the safe management of Council's bridge assets. A revote is required due to procurement and contract establishment delays, with inspection works commencing later than anticipated; however, the project is well underway and expected to be completed by September 2026. The budget also includes shared bridge repair projects with Blacktown City Council (Ninth ave) and Wollondilly Shire Council (Wallacia bridge), which require additional time for inter-council coordination, procurement and finalisation of cost-sharing arrangements. Failure to complete the inspections and associated repair works would limit Council's ability to identify and address structural risks across the bridge network and could result in increased asset, safety and service delivery risks. The remaining funds are requested to be revoted into the 2026-27 financial year to enable inspection by 30 September 2026.

Traffic & Transport Delivery Program - Vincent Rd - Gray's Lane Wombat Crossing and Speed Cushions - $82,710 (General Revenue)

The new Traffic facilities on Vincent Road and Gray's Lane have been installed. There have been delays in finalising the electrical design by Councils' consultant and in obtaining approval from Endeavour Energy for Council's contractor to undertake the street lighting upgrade works. There are no major implications, as the funds have already been committed and the contractor engaged. The existing commitment to be carried over into the 2026–27 financial year to enable completion of the street lighting upgrade works. The estimated completion date is 30 September 2026.

Eighth Avenue Flood Safety Gates Installation - $137,574 (Grant, Reserve)

The gate installation work has been completed, and the installation of the flood warning signs and an associated flood sensor is in progress. The additional time is required for testing and commissioning the system. There are no major implications, as the Australian Government, under the Disaster Recovery Funding Arrangements for Local Government Recovery Grants, has approved the extension of time to 30 June 2027 to complete the work. The expected completion date is Q3 2026.

Bringelly Rd (Montgrove College) Pedestrian Cross GFR-1190 - $57,712 (General Revenue, Grant)

There have been delays in finalising the electrical design by Councils' consultant and in obtaining approval from Endeavour Energy for Council's contractor to undertake the street lighting upgrade works. There are no major implications, as the funds have already been committed and the contractor engaged. The existing commitment to be carried over into the 2026–27 financial year to enable completion of the works. The expected completion date is 30 September 2026.

Glenmore Parkway, Glenmore Park (Glengarry Dr & Camellia Ave - Blackspot Program) - $114,494 (Grant)

The project has been substantially delivered and the delay is due to the approval of cost and time variation from Transport for New South Wales (TfNSW). Changes in the construction methodology to avoid peak hours traffic delay at the Ridgetop Dr and the price increase due to ongoing fuel crises, required additional time and cost variation from TfNSW to complete the work. This project is fully funded by Transport for New South Wales (TfNSW). Council can only proceed the work with the cost and time variation approval from TfNSW. As the cost variation is within the criteria, we recently received approval from TfNSW to complete the work in the 2026-27 financial year. The estimated completion date for this project is 31 December 2026.

Third Ave (Seventh & Fifth), Llandilo Traffic Safety Improve - $57,071 (Grant)

There has been a delay due to the time required to obtain funding approval and a time extension from Transport for New South Wales (TfNSW), as well as to engage an approved contractor to undertake the street lighting upgrade works. There are no implications, as this is fully funded by the TfNSW and the funding is now available until September 2026 to complete the street lighting upgrade works. The estimated completion date is 30 September 2026.

Urban Drainage Construction Program - $88,486 (General Revenue)

The pipe relining works have been completed. The drainage improvement works have been delayed due to the time required to finalise the design and obtain Sydney Water's approval for Council's team to access their land and undertake drainage upgrade works. This project has been prioritised due to a recent localised flooding event. The remaining funds on Drainage Construction Program are to be carried into the 2026-27 financial year to enable completion of the drainage upgrade works. The works are expected to be completed by Q3 2026.

Thornton Local (Thornton High Pedestrian Activity Area - Safe Speed Program) - $42,012 (Grant)

Overall civil works have been substantially completed, and the street lighting upgrades and traffic audit are to be completed to provide project completion report to Transport for New South Wales (TfNSW) in October 2026. There are no implications, as this is fully funded by the Transport for New South Wales (TfNSW) and the funding is available until 31 October 2026 to complete the street lighting works and traffic audit to finalise the project. The expected completion date is 31 October 2026.

Luddenham Road, Orchard Hill - Vehicle activated signs (VAS) - $76,356 (Grant)

Delay due to this project's interface with the current intersection upgrade works at Luddenham Road and Mamre Road being undertaken by Transport for New South Wales. It is anticipated to be completed within the 2025–26 financial year; however, completion of the Transport for New South Wales works may take some additional time. No impacts on project delivery, resources, or stakeholders have been identified as a result of the change in budget timing. The revised budget timing reflects the dependency on the Transport for New South Wales intersection upgrade works at Luddenham Road and Mamre Road and aligns with the current project program. The project is expected to be completed by the end of the December 2026.

Werrington Road, Werrington - Proposed Shared Path - $499,828 (Grant)

There have been delays due to finalising the scope of works and getting approval from Transport for New South Wales (TfNSW) to complete the work in the 2026-27 financial year. There are no major implications, as this project is fully funded by TfNSW, under the Get NSW Active Program, TfNSW has agreed to extend the time variation and carry over the funds into the 2026-27 financial year to complete the work by 30 October 2026.

Illawong Ave & Caloola Ave, Penrith (Road Safety Program) - $717,067 (Grant)

The project has been substantially delivered and the reason for the delay in delivering the remaining work is due to finalising the footpath alignment and street lighting design. This required time variation from TfNSW to complete the work in the 2026-27 financial year. There are no major implications, as this project is fully funded by Transport for New South Wales (TfNSW), under the Road Safety Program, which has agreed to extend the time variation and carry over the funds into the 2026-27 financial year to complete the work. The project is expected to be completed by 31 December 2026.

Coreen Ave, Penrith - Shared Path - $91,200 (Grant)

Multi-year funding and the project is in design and assessment of Review of Environmental Factors (REF) stage. There are no implications, as this is fully funded by the Transport for New South Wales (TfNSW) and the funding is available until September 2026 to complete the shared pathway construction works. The project is expected to be completed by 30 September 2026.

Herbert St Werrington Shared Path Construction - $13,182 (General Revenue)

This project has been identified and recently prioritised in May 2026. Construction commenced in June 2026, however there was a delay due to third party approvals for Telstra pits adjustment work. There are no major implications, as the funds have already been committed and the work has commenced, the commitment to be carried over into the 2026-27 financial year to complete the shared path and pits adjustment works. The project is estimated to be completed by Q3 2026.

Rocket Ship Play Unit Repair - $60,000 (General Revenue)

The overseas shipping time on the replacement parts was lengthy, and global transport issues further impacted shipping times. The replacement parts arrived in June. However, works to replace damaged parts will begin the week of 22 June. The expected completion date is Q3 2026.

Design & Projects

Regatta Park - Stage 1 - $160,693 (Reserve)

The project is currently progressing through its Defects Liability Period, which is scheduled to conclude in the next financial year. The reburial of Aboriginal artefacts is being scheduled in the next financial year (26-27), in consultation with relevant stakeholders. Formal project close-out will occur following completion of these final activities. There are no implications the project has been completed and handed over. It is currently within the Defects Liability Period, which is scheduled to conclude in the next financial year. Subject to completion of remaining activities, formal project close-out is anticipated by mid 26-27.

Gipps Street Recreation Precinct - $167,392 (Reserve)

The Gipps Street Recreation Project requires the finalisation of environmental reporting. There is no implication to project timing as the project is already fully open to the public. The environmental reporting should be finalised before the end of 2026.

Bennett Park St Marys Mixed Recreation Space – 785,873 (Grant)

More than half of the playspace upgrade program has been successfully delivered; providing the community (once complete) with high quality playspaces to enjoy throughout the city. Detailed planning has been undertaken at Bennett Park to ensure the playspace appropriately considers the asbestos management plan. Whilst this has resulted in a more complex planning and design process to address the remediation action plans specific considerations, we are confident it will deliver a safer and better outcome for the space. The project is now expected to be completed by April 2027. The works will include replacing the existing playspace and learn-to-ride loop with new and larger playspace with equipment for children of all ages to enjoy. The upgrade also includes mini pump track with beginner and intermediate loops and pathways, seating, shade, tree planting and landscaping. It will importantly involve implementing the Remediation Action Plan (RAP) to manage the sites contaminated waste in accordance with the required legislation and overseen by an independent hygienist to provide clearance and certification with public safety being a key part of the construction methodology and project plan. The project is expected to be completed in April 2027.

Ridge Park Hall Building Renewal Refurbishment - $536,240 (SRV)

The project was to be delivered across multiple financial years. This project is currently in the final design phase and awaiting external consultant reviews. There is no implication on project budget and no impact to the public or stakeholders. This project is expected to be completed by late May 2027.

West Lane Toilets Upgrade & New Adult Change - $27,252 (SRV)

The project has been completed however there is a Telstra pit that requires significant adjustments due to level changes on site. These works will not be managed by the builder, and Telstra will likely be engaged directly by Council over the next two to three months. No major changes, the original project has reached practical completion with the building now open to the public. The Telstra adjustment won't impact stakeholders or the community. The project was completed in June with the builder handing over to Council and the facility being reopened to the public. This standalone Telstra pit adjustment is expected to be completed by the end of October 2026.

Londonderry Park Playspace Upgrade - $11,775 (Reserve)

More than half of the playspace upgrade program has been successfully delivered; providing the community (once complete) with high quality playspaces to enjoy throughout the city. The update of the playspace at Londonderry Reserve has been scheduled to align with the completion of a range of competing playspace interests to ensure that its timing is realistic and achievable. The project is now expected to be completed by May 2027. Council regularly reviews and monitors the progress of its program of playspace upgrades and renewals. The update to the program for the playspace at Londonderry Reserve has been planned with careful consideration to ensure that its timing is realistic and achievable. The project team will ensure that program scheduling and associated delivery is maintained.

Parker Street Reserve Upgrades - $1,131,881 (Grant, SRV)

Detailed design, procurement and delivery timeframes have progressed differently to those initially scheduled, when the phased budget was established largely due to the Carpark budget influencing overall budget control. These issues have been resolved, and the project is on track to be complete in 2026/27. The changed budget timing has allowed sufficient time for the project group to establish the budget baseline, including the Carpark and resolve finer details with the scope. There will be no impact to the operation of Parker Street Reserve. The revised timeframe for project completion is early 2027.

Greenway Drive Playspace - $212,711 (Grant)

More than half of the Playspace upgrade program has been successfully delivered; providing the community (once delivered) with high quality play spaces to enjoy throughout the city. The project is being delivered under a design and construct model, which required the completion of procurement activities and the preparation, review and approval of detailed design documentation prior to construction commencing. These impacts have been mitigated through the completion of procurement and contract execution, along with the progression of detailed design prior to construction, ensuring key site considerations such as drainage and flooding are resolved and supporting a more efficient construction phase once works commence. The revised timeframe for project completion is September 2026, reflecting the updated delivery program following the completion of procurement and detailed design phases and the subsequent commencement of construction works.

Amaroo Street Kingswood Playspace Upgrade - $261,456 (Grant)

More than half of the playspace upgrade program has been successfully delivered; providing the community (once delivered) with high quality playspaces to enjoy throughout the city. The update to the program for the playspace at Amaroo Street has been scheduled to align with the completion of a range of competing playspace interests to ensure that its timing is realistic and achievable. There will be no implication to the existing playground. The project is now expected to be completed by December 2026.

Castlereagh Rural Fire Brigade Station Rebuild - $329,775 (Grant, SRV)

A hold was put on the project during the concept design due to the uncertainty of construction funding. After internal discussions, it has been determined to continue the design work to prepare for future construction work should funding become available into the future. An external design consultant has been engaged through a tender process, who will develop the concept to a construction ready design by early 2027. The project delivery (construction) has been delayed indefinitely; however, the design will be ready once the funding is confirmed so the construction can start without further delays. The design will be completed by early 2027.

Arthur Neave Tennis Spectator Cover - $181,720 (SRV, Reserve)

The need for a descoping and redesigning exercise was identified following the tender, for budgetary reasons. A second round of tender is being advertised, closing in mid-July 2026. The construction has been delayed however there has been no implication to operation of the tennis courts or the shelter. The amended timeframe has allowed time the project team to simplify the design to ensure the project is delivered within the budget and overall increased market price. The revised timeframe for project completion is December 2026.

Rance Oval Storage and Shelter - $301,649 (SRV)

The project was to be delivered across multiple financial years. Practical works have commenced on site. There is no implication to budget and timing, and no impact to the public or stakeholders. The project is expected to be completed by August 2026.

Mavis Harris Clubhouse Renewal - $74,958 (SRV)

Practical completion has been achieved for the project, which is now in the 12-month Defects Liability Period. The remaining project funds are requested to be carried over to the 2026–27 financial year to complete further landscaping maintenance, switchboard upgrade works and final locksmith works. There is no implication to budget and overall timing and no impact to the public or stakeholders. The project is expected to be fully completed in September 2026.

PAR Woodriff Gardens Floodlights - $257,804 (General Revenue)

Project expenditure is anticipated to occur in the new financial year to align with the Council meeting plus planned sequencing of project activities. No significant impacts are anticipated. The project continues to progress in accordance with current planning arrangements and delivery objectives. The project is expected to be completed in accordance with the current project schedule.

Great River Walk River Road, Lower Path Restoration - $21,506 (General Revenue)

Due to limited market interest in the advertised tender, the project procurement process took longer than anticipated. As a result, the project implementation timeline was adjusted, resulting in a change to the timing of the project budget. The change in budget timing is not expected to have significant impact on project delivery, project resources, or stakeholders. While project expenditure has been adjusted to align with the revised procurement and implementation schedule, the overall project completion timeframe remains unchanged. There is no change to the project completion timeframe. The project remains on schedule to be completed within the approved delivery timeframe.

River Road and Riverside Rd Flood Recovery Restoration Works - $40,558 (Grant)

The advertised tender attracted limited market interest, which extended the procurement process beyond the original schedule. As a result, the timing of project delivery activities and associated budget expenditure was revised. The revised budget timing is not expected to adversely affect project delivery, resource allocation, or stakeholders. Project expenditure has been rescheduled to align with the updated procurement and implementation program, while the overall project completion date remains unchanged. The project completion timeframe remains unchanged, with delivery continuing in accordance with the approved schedule.

Arms of Australia Toilet Refurbishment - $48,250 (SRV)

The project was to be delivered across two financial years. The project was advertised in June 2026 and procurement scheduled to be finalised in July 2026.

There is currently no implication to changed budget and timing and no impact to the public or stakeholders. The project is expected to be completed by September 2026.

JSPAC Commercial Kitchen - $16,500 (SRV)

The project was to be delivered across two financial years. The project was advertised in June 2026, and procurement is scheduled to be finalised in July 2026. There is no implication to changed budget and timing and no impact to the public or stakeholders. Project is expected to be completed by October 2026.

Ripples Club House Toilet and Kitchen Refurbishment - $120,000 (SRV)

The timing of expenditure reflects the anticipated delivery of project works and associated costs. No material impacts to project delivery are anticipated. Project activities will continue to be coordinated to support the intended outcomes. The project is expected to be completed within the current delivery program.

Depot Amenities Refurbishment - $20,000 (SRV)

The project was planned to be delivered across multiple financial years. The project is currently in the process of being scoped to ensure all requirements are identified and addressed. There is no implication to changed budget and timing and no impact to the public, stakeholders or staff. The project is expected to be completed by March 2027.

Blair Oval Lighting Upgrades - $137,356 (General Reserve)

The change to the project budget timing is primarily due to additional investigations required to inform the final design. This has included confirming the available electrical supply capacity at the site, as well as undertaking geotechnical investigations and utility searches where necessary to ensure design feasibility and compliance. These activities have taken slightly longer than originally anticipated due to the need for coordination with service authorities and the depth of technical assessment required. As a result, the timing for finalising the design and progressing subsequent project stages have been adjusted accordingly. The change in budget timing has resulted in a shift to the delivery program, with the design phase extended to allow completion of essential investigations, including electrical capacity assessments, geotechnical investigations, and detailed utility searches to inform a robust and feasible design solution. While this has deferred subsequent stages of the project, it reduces the risk of unforeseen issues during construction and supports more accurate cost planning and decision-making. Any potential impacts to stakeholders and project delivery have been mitigated through early engagement with technical specialists and service authorities, ongoing coordination activities, and adjustment of project timelines to ensure that the final design is well-informed and can be delivered efficiently once confirmed. The revised timeframe for project completion is April 2027, reflecting an extension to the design and due diligence phase to allow sufficient time for detailed investigations, including confirmation of electrical capacity, geotechnical assessments, and utility identification, which are required to finalise a robust and feasible design prior to construction.

Monfarville Drainage Rectification - $52,302 (General Reserve, SRV)

The project has been in planning and design phase during final quarter of the current financial year. The construction is expected to be completed in late 2027. The careful approach to the planning and design phase has been enabled by the project timing change. This will also facilitate construction timeframes to be more considered with regards to the user groups. This project is anticipated to be finished in October 2026.

Civic Centre Ground Floor Managers Office - $45,166 (SRV)

The project requires time to complete remaining activities and align delivery with the project program. As a result, expenditure is now expected to occur in the new financial year Timing will result in project expenditure being delayed to align with the delivery schedule. Project planning and monitoring activities are continuing to support the successful delivery of the project and its intended outcomes for the community. The project is anticipated to be completed in the new financial year.

Structural Repair Work – Various Sites - $420,000 (SRV)

The project entails the resin-injection program aimed at managing concrete cracking at 7 childcare centres and 1 community hall. The Project was expected to occur across two financial years, with multiple sites included in this project. The project was advertised in June 2026, and procurement is scheduled to be finalised in July 2026. There is no implication to changed budget and timing and no impact to the public or stakeholders with the delays. The project is expected to be completed by end of 2026-27 financial year.

Penrith Pool Covers Replacement - $80,000 (SRV)

The change to the project budget timing is due to delays in the procurement and delivery of specialised pool cover equipment, which experienced longer than anticipated lead times from the supplier. As the project is dependent on the supply and installation of these items, the extended delivery timeframe has resulted in a deferral of installation works and overall project completion by approximately two months. Consequently, the timing of project expenditure has been adjusted to align with the revised delivery and installation programme. The change in budget timing has resulted in a minor extension to the overall project delivery program, with completion now aligned to the revised schedule driven by equipment lead times. This has delayed the installation phase and associated benefits, including improved operational efficiency and reduced heat loss for the facility. Impacts to stakeholders, including facility operators and users, have been limited as existing infrastructure has remained operational during this period. The delay has been managed through ongoing coordination with the supplier to expedite delivery where possible and by adjusting the project schedule accordingly to ensure installation can proceed promptly once equipment is received. The revised timeframe for project completion is late August 2026, reflecting a delay of approximately two months due to extended lead times for the supply of specialised pool cover equipment.

Civic Centre tiled entry ramps and stair renewal - $300,000 (SRV)

The change to the project budget timing is due to the original programme allowing for expenditure to occur in the 2026-27 financial year, with procurement planning, scope finalisation, and investigation works progressing later than initially programmed. As a result, the commencement of procurement and subsequent construction activities has shifted, requiring an adjustment to the timing of the allocated budget to align with the revised delivery programme and anticipated expenditure profile. The change in budget timing results in a corresponding adjustment to the project delivery program, with procurement and construction activities deferred to align with the revised expenditure timeframe. The revised timing also allows for more effective coordination of procurement and contractor engagement, supporting a smoother delivery phase once works commence. The revised timeframe for project completion is April 2027, reflecting the need to stage construction works to maintain safe and continuous access to the Civic Centre for staff and visitors throughout delivery

Peppertree Reserve Amenities - $30,000 (SRV)

Project expected to be completed across multiple financial years. Due to further consideration of the project design scope has resulted in a delay to project delivery, allowing additional time to investigate site constraints and limitations. Implications to budget timing is an additional two months, which are required to complete initial estimates and forward planning. External consultancy works including Access Consultant, BCA Consultant and Quantity Surveyor are expected to be completed by end of Q3 2026.

Ripples St Marys - Changeroom Refurb - $100,000 (SRV)

Project expenditure is expected to align with the anticipated timing of project planning, design and delivery activities. No significant impacts are anticipated. The project will continue to progress in accordance with current planning arrangements. The project is expected to be completed in accordance with the current delivery program.

Lewer Gallery Heritage Landscape Consultant - $150,000 (General Revenue)

This project has commenced; however, during the design phase it was identified that a Heritage Landscape Consultant is required to inform and guide the proposed works. The additional investigation and consultant engagement have delayed the project delivery timeline, resulting in expenditure needing to be deferred to next financial year (26-27). Funding has not been allocated in future asset renewal programs for this project. A revote of the remaining budget is therefore essential to enable engagement of the Heritage Landscape Consultant and completion of the works. Without the revote, the project cannot be delivered as planned and would remain incomplete. This project is anticipated to be finished in June 2027.

Information and Communications Technology

Server Infrastructure Capital - $188,450 (General Revenue)

The Private Cloud (Old Server Refresh) and Network Refresh project budget are proposed to be revoted due to delays in the procurement process. The initial Private Cloud tender (PCC2025-302), which closed in July 2025, was not progressed following issues identified in the evaluation weighting to ensure a fair and unbiased outcome. A second tender (PCC2526-120) was subsequently issued and closed on 21 April 2026. As of June 2026, the Private Cloud tender remains under evaluation, with no contract awarded and project delivery yet to commence. The Network Refresh tender (PCC2526-204) is also currently under review, contributing to delays in project commencement and associated expenditure. As a result, both projects have not progressed to implementation within the current financial year, and the planned expenditure has not yet been incurred. The budgets will therefore need to be rephased into the next financial year to align with revised timeframes and expected commencement following contract award. There are no implications to note. The expected completion date is December 2026.

Library Services

Library Resources – Capital - $28,411 (General Revenue)

Resources (books) were purchased and have not yet been received; therefore, the funds need to be revoted to the 2026-27 financial year to ensure the funds are available to meet the commitments. The expected completion date is the end of the 2026-27 financial year.

Property Investment

Erskine Pk Urban Reinvestment (refer MP970) – $230,000 (Reserve)

Difficulties in procuring services, combined with quite complex DA conditions on constrained land has led to significant delays in commencing the development phase of the project. Project works will be completed in a more streamlined fashion due to the delay. Project stakeholders from multiple areas of the organisation have worked together to ensure all conditions surrounding the project have been addressed and fulfilled. The project is expected to be completed June 2027.

Operating Projects

City Activation, Community and Place

NAIDOC Week - $38,180 (General Revenue, Contribution)

There is no change in project timing, and the event delivery is scheduled for Friday, 10 July 2026. All commitments in the system and unspent funds need to be transferred across financial years to enable expenditure leading into the event. Given that the event is held in early July, requesting funds are transferred across to the new financial year to enable payment of suppliers on existing or impending commitments for the project. All committed funds will be spent and reconciled by end of August 2026.

Youth Opportunities Grant - $26,236 (Grant)

This project will enable Council to deliver a bespoke program of training and activities for marginalised young people that will significantly enhance young people's ability to participate actively in their local community, collaborate effectively and increase their independence and employability. Expenditure on the Youth Opportunities Grant has commenced. This project is to be delivered over the 2024-25, 2025-26 and 2026-2027 financial years and is expected to be completed by October 2026. The impact of this changed budget timing is a delay in project delivery. However, this delay will lead to more robust outcomes as it will allow more programs to be delivered under this project. This project is funded in part through a grant from the NSW State Government. The delay in delivery has been communicated and approved by the funding partner. The revised project completion date is October 2026.

Teresa James Reserve Cultural Fire Pilot - $812 (Grant)

A revote is required to relocate the grant underspend to a reserve or the GS LLS Teresa James Reserve 2026-27 cost centre to support necessary to complete cultural governance processes, obtain operational approvals, coordinate multiple project partners and agencies, and align implementation with suitable seasonal and weather conditions required for a safe cultural burn. This risk is being mitigated through ongoing coordination with Traditional Owners, fire authorities and project partners (including funding body), with intention to spend down this amount in 2026-27 against planning to undertake another burn during the next available suitable conditions. Funding and project governance arrangements remain in place to support successful completion. The estimated completion date is June 2027.

Reconciliation Action Plan - $41,755 (Reserve)

A revote is required as additional time is needed to complete the public exhibition process, undertake targeted engagement with Traditional Owner groups, incorporate stakeholder feedback, and obtain final endorsement from Reconciliation Australia. The draft Reflect Reconciliation Action Plan endorsed and placed on Public Exhibition at the June 29 2026 Ordinary Council Meeting. The dates for public exhibition or endorsement of the final RAP are yet to be determined. The primary risk is a delay in the commencement of actions identified within the Reflect RAP. This risk is being mitigated through ongoing engagement with First Nations stakeholders, continued project governance, and regular liaison with Reconciliation Australia to ensure the endorsement process remains on track. The estimated completion date is May 2028.

Caring for Country – Cultural Fire – WSROC – Teresa James Reserve - $1,046 (Grant)

A revote is required as there is a small underspend that council officers are waiting on advice from the funding body as to how to proceed. All deliverables in the project have been met, and council officers may be granted to utilise the funds for round 2 of the WSROC grants that are currently in negotiation. Resolving this matter will extend beyond the current financial year due to the time required for Council officers waiting on advice from the funding body. The primary risk is communication with WSROC, as the funding body has been kept informed of the project progress, and that the project has been delivered in full. The estimated completion date is November 2026.

GSLLS Teresa James Reserve 2025-26 - $26,318 (Grant)

A revote is required because this is a three-year grant funded project with delivery beyond the current financial year due to seasonal conditions, coordination of specialist contractors, and scheduling of community and First Nations engagement activities. Any remaining funds to be revoted to a grant reserve of the 2026-27 budget for this grant. The principal risk is achieving grant-funded milestones within the original project timeframe. This risk has been mitigated through project scheduling, ongoing monitoring of project milestones, and approval of an extension by the funding authority, ensuring all agreed deliverables can be completed. This project is expected to be completed by September 2029.

Events Strategy Review - $11,093 (General Revenue)

The delivery of the Events Strategy has been delayed, and the project is now scheduled to be completed no later than June 2027.

Permit Plug Play Program - $233,364 (Grant)

Due to time constraints and supply issues, the Hostile Vehicle Mitigation component of the proposed project plan for Permit Plug Play will be delivered by 30 September 2026. The delivery of new Hostile Vehicle Mitigation assets will include opportunities for on-the-job training for the Civil Team in City Presentation. This project is grant funded by Transport for NSW. The changed delivery timeframes have impacted our agreement with Transport for NSW (grant funders). Transport for NSW have provided approval through a variation request for the extended delivery. The expected completion date is 30 September 2026.

Mayoral Youth Challenge Engagement - $11,597 (General Revenue, SRV)

Budget expenditure for the launch event is dependent on capital works timeframes. Current estimates indicate that the launch can be delivered by December 2026.

Launch planning and stakeholder engagement does not commence until capital works completion is certain.

Strategic Asset Management

Shared Pathways Maintenance Program - $30,834 (General Revenue)

The timing of the budget expenditure has been deferred to the 2026-27 financial year due to delays in contractor availability and scheduling. As a result, the allocated funds could not be fully expended by 30 June 2026 and are required to be carried forward to enable completion of the approved works. The delay is not expected to have any significant impact on the overall project outcomes. The construction of the bus boarding pad and the shared pathway line marking works will proceed once the contractor is available to undertake the works. The primary impact is a delay in the delivery of the planned improvements to public transport accessibility and shared pathway safety. The bus boarding pad construction and shared pathway line marking works are expected to be completed by August 2026, subject to contractor availability and weather conditions.

Temporary Asset management Positions - $29,617 (Reserve)

Funding came under budget for the two projects staff who were acting in other roles during the period. The roles have been extended to 1 July 2026, and it is anticipated that these roles will need to be extended further to record asset dedications into our system together with capitalisation for new asset deliveries. The impacts on not revoting the funds will be that the roles will cease and need dedications that required capitalisation will not be recognised. This will impact on the ERP project and the long-term financial management of Councils assets. Revoting this project will extend the staff for a further 10 weeks cumulative (5 weeks each)

Civic Centre Fire Panel FDCIE and subpanel replacement - $30,273 (SRV)

The project has commenced and parts are purchased; Council officers are finalising the implementation plan and securing an appropriate weekend for works to commence. Works were delayed due to the need to prepare the detailed implementation and communication plan. There are no implications from the change in budget timing, however there is no allocation for these works in the 2026-27 budget, so the funds need to be revoted. The delivery is planned in Q3 or Q4 of 2026.

Cranebrook NHC fridge replacement - $3,465 (SRV)

The works have been delayed due to contractor and product availability. Although the project has been programmed and a work order has been issued, the installation works will not be completed by 30 June 2026. Consequently, the associated invoices will not be received or processed before the end of the financial year. The change in budget timing is not expected to impact the overall scope, expected outcomes, or strategic objectives of the project. The delay is due to contractor and product availability, which has shifted the delivery of the project into the following financial year. On-site works are anticipated to commence in late July 2026, subject to product availability.

Passenger Lift Lifecycle report and contract assistance - $5,440 (SRV)

The budget is requested to be revoted to enable completion of the consultancy services associated with the lift lifecycle maintenance and upgrade project. During the 2025-26 financial year, the lift condition assessment and reporting component of the project was successfully completed. The consultant's condition report identified the current condition, lifecycle status, maintenance requirements, and future upgrade considerations for Council's lift assets. The subsequent consultancy phase, which includes detailed analysis, strategic recommendations, prioritisation of upgrade works, and support for future procurement and implementation activities, was not completed within the 2025-26 financial year. This work remains required and has been scheduled for delivery during the 2026-27 financial year. As the project has commenced and the initial condition assessment has been completed, revoting the unspent funds will ensure continuity of the project, allow Council to leverage the findings of the completed condition report, and support informed decision-making regarding future lift maintenance, renewals, compliance, and upgrade requirements. The change in budget timing from the 2025-26 financial year to 2026-27 financial year will have minimal impact on project outcomes, as the completed condition assessment has provided the necessary foundation for the remaining consultancy work. The budget timing change represents a rescheduling of the remaining consultancy services rather than a change in project scope or intent. The revised project completion date is December 2026, allowing sufficient time for the consultant to review the condition assessment findings, develop the required asset management recommendations, and provide Council with a comprehensive roadmap for future lift maintenance, renewal, and upgrade activities.

Economy and Marketing

Regional Strategic Alliance – Tourism - $48,755 (Contribution)

While the project was initially focused on refreshing existing gateway signage, Council has identified a strategic opportunity to deliver a new City Gateway sign at the M12 interchange to support arrivals from Western Sydney International Airport. This new location involves more complex design, approvals and cost considerations due to its state road context. These factors have impacted project timing and may require the budget to be reprioritised to deliver signage at this key regional entry point. The revised timing may delay implementation of planned signage upgrades across the LGA as resources are redirected to investigate and progress the M12 interchange opportunity. This allows Council to focus investment on a high-visibility gateway aligned with Western Sydney International Airport, supporting stronger long-term place positioning. Revised completion is estimated for December 2027, subject to outcomes of further investigation and approvals for the M12 location.

Penrith Events Partnership Program – Major Events Sponsorship - $25,000 (General Revenue)

Council approved sponsorship funding for a major event in March 2026, subject to a successful bid outcome. The announcement has been delayed until July 2026, which no longer aligns with the original approval timeframe. The change in timing means the funding no longer aligns with the original approval period and requires reconfirmation. If not progressed, the funding would need to be deferred to the 2026–27 budget and would reduce the capacity available in that year. A new stadium opening is expected to increase demand on the event sponsorship budget, and carrying this commitment forward may limit Council's ability to respond to new opportunities and maximise the overall impact of the program. The expected closure date is in August 2026.

City Marketing - $69,817 (General Revenue)

The change in timing relates to two projects that are underway with committed funding but require additional time to complete. For the video project, the scope expanded from three to four videos, including prioritising an investment-focused video for St Marys. This video has been delivered, and significant progress has been made on the remaining three (City overview, Invest Penrith and Destination Penrith). Filming was impacted by weather, resulting in delays, and the remaining work is scheduled for completion in August 2026. For the Invest St Marys marketing campaign, the campaign is in market, and funding has been committed to advertising. The timing of this activity has been adjusted to align with key announcements related to the Western Sydney International Airport and investment opportunities in St Marys, to maximise impact. The change in timing means a portion of the committed funding will be expended later than originally planned to support completion of these projects. If the budget is instead drawn from the 2026–27 financial year, it would reduce the funding available for new City Marketing initiatives in that year. This may limit Council's ability to deliver additional campaigns and respond to emerging opportunities. It would also require the remaining Invest St Marys campaign activity to be scaled back, reducing its reach and overall impact. This would affect Council's ability to fully leverage key announcements and maximise the value of the current investment. Adjusting the budget timing ensures the projects can be completed as intended and achieves stronger outcomes from the funding already committed. The expected completion date is October 2026.

Urban Design and Activation - $17,198 (SRV)

The Woodriff Lane Creative Lighting Project has commenced with a purchase order, with the contract underway and 2 out of 3 milestones have been delivered and paid, accounting for 70% of the total cost. The final milestone is contingent on supply of parts from overseas, and this has delayed the project into the next financial year. The installation is scheduled to be complete in July 2026. The changed timing of supply of parts means that the project will be completed in Financial Year 2027. If the budget is instead drawn from the 2026-27 Financial Year, this will impact the resources available for phase two of the project, currently scheduled to be completed by December 2026. This may limit the ability of council to deliver this project in Financial Year 2027. Adjusting the budget timing ensures both phases of the project can be completed as intended, with Phase 2 completed on schedule. The project is anticipated to be finalised in July 2026.

City Planning

Externally Commissioned Studies - $20,000 (General Revenue)

This revote request will enable a carryover of unspent funds in the 26/27 financial year to support the appointment of a Probity Adviser associated with the proposed tender to appoint a community housing provider as part of the delivery of the Affordable Housing Policy. It is a one-off request to revote and utilise funds that were set aside for this purpose in 2025-26. Alternative funding will need to be sourced for this purpose. The appointment of a Probity Advisor is expected in the first quarter of 2026-27 and the tender process to appoint a Community Housing Provider will follow.

Planning Process Improvement (Contributions Reform) - $97,500 (Reserve)

This is a multi-year project that has seen improvements commence, with further work to occur over the next financial year, requiring further budget support. There are no implications of the changed budget timing. Resources are available to complete the next stages of the project which relate to further policy reviews relating to VPAs and contributions funds allocation. It is expected that the ongoing reform of the Contributions framework will continue in 2026-27, noting the introduction of new Ministerial expectations for the 2026-27 financial year relating to contributions that will be addressed through this project.

Development Contributions Actions - $87,290 (Reserve)

This is a multi-year project responding to a need to reform and update Contributions Plans. Significant progress has been made in the 2025-26 financial year with further budget support required to continue the reform program. There are no implications for the changed budget timing. The reform program is progressing with the review of existing Contributions Plans and further work programmed to ensure Contributions Plans are fit for purpose. The project will continue in the 2026-27 Financial Year, and further work will be required to respond to Ministerial Expectations relating to Contributions Plans.

City Presentation

Protection Screens on GWH Bridge Emu Plains - $500,000 (Grant)

This project is in the planning stage to engage a contractor to undertake a Design Construct project. No impacts on project delivery, resources, or stakeholders have been identified as a result of the change in budget timing. The project is expected to be completed by the end of the 2026–27 financial year.

Save Our Species - Persoonia Nutans 2022 - $5,670 (Grant)

This project is an external grant funded project by Department of Climate Change, Energy the Environment and Water through their Saving our Species Program. Project works include the conservation, protection and establishment of populations of the Threatened Persoonia nutans plant species. Works include weed control, planting, maintenance and monitoring surveys. The Project is ongoing and extends into the 2026-27 financial year as funds are utilised as required, there is no requirement from the funding body to spend by a certain deadline. The expected completion date is 30 June 2027.

Biodiversity Offset Works – The Northern Road - Stage 2 - $70,611 (Grant)

This project is an external funded project as part of Transport for NSW's Biodiversity Offset requirements from the Northern Road Upgrade Project. The funds have been provided for the preservation of critically endangered vegetation – Cumberland Plain Woodland within various Council reserves within proximity to the Northern Road. The project was funded over a 3-year period and is due for completion by September 2026. There is no change to the project budget timing, the project runs over financial years.

Saving our Species Hibbertia sp. Bankstown Conservation - $1,316 (Grant)

This project is an external grant funded project by Department of Climate Change, Energy the Environment and Water through their Saving our Species Program. Project works include the conservation, protection and establishment of populations of the Threatened Hibbertia Bankstown Conservation plant species. Works include weed control, planting, maintenance and monitoring surveys. The Project is ongoing and extends into the 2026-27 financial year as funds are utilised as required, there is no requirement from the funding body to spend by a certain deadline. The estimated completion date is 30 June, 2027.

Saving our Species Persoonia nutans Conservation - $5,844 (Grant)

This project is an external grant funded project by Department of Climate Change, Energy the Environment and Water through their Saving our Species Program. Project works include the conservation, protection and establishment of populations of the Threatened Persoonia nutans plant species. Works include weed control, planting, maintenance and monitoring surveys. The Project is ongoing and extends into the 2026-27 financial year as funds are utilised as required, there is no requirement from the funding body to spend by a certain deadline. The expected completion date is 30 June, 2027.

Penrith Roadside Threatened Species Recovery - $12,713 (Grant)

This project is an external grant funded project by Department of Climate Change, Energy the Environment and Water through their Environmental Trust Restoration and Rehabilitation Program. Works include weed control, planting, maintenance and monitoring surveys and a range of community engagement events. Project is ongoing and extends into the 2026-27 financial year so therefore no change to project budget timing. The project is expected to be completed by 30 June 2027.

Saving our Species Hibbertia sp Bankstown Conservation Project - $7,344 (Grant)

This project is an external grant funded project by Department of Climate Change, Energy the Environment and Water through their Saving our Species Program. Project works include the conservation, protection and establishment of populations of the Threatened Hibbertia Bankstown Conservation plant species. Works include weed control, planting, maintenance and monitoring surveys. The Project is ongoing and extends into the 2026-27 financial year as funds are utilised as required, there is no requirement from the funding body to spend by a certain deadline. The expected completion date is 30 June, 2027.

Saving our Species Camden White Gum (Eucalyptus Benthamii) - $8,368 (Grant)

This project is an external grant funded project by Department of Climate Change, Energy the Environment and Water through their Saving our Species Program. Project works include the conservation, protection and establishment of populations of the Threatened Eucalyptus benthamii plant species. Works include weed control, planting, maintenance and monitoring surveys. The Project is ongoing and extends into the 2026-27 financial year as funds are utilised as required, there is no requirement from the funding body to spend by a certain deadline. The expected completion date is 30 June, 2027.

Enforceable Undertakings - Grevillea Juniperina and Pultenaea Parviflora - $42,479 (Contribution)

This project is an external grant funded project by Department of Climate Change, Energy the Environment and Water through an enforceable undertaking and is to be spent on the restoration and rehabilitation of Grevillea juniperina and Pultenaea parviflora populations as well as the vegetation community Cooks River Castlereagh Ironbark Forest. The Project is ongoing and extends into the 2026-27 financial year. The estimated completion date is 30 June, 2028.

Future Directions and Resilience

Delivering for Penrith - $358,245 (General Revenue)

The change to the project budget timing reflects the planned delivery of this multi-year project across multiple financial years. Project delivery is progressing in accordance with the approved program, with expenditure occurring in line with scheduled project milestones. The change to the project budget timing does not impact the overall scope, delivery program or intended outcomes of the project. The budget has been rephased to align with the planned timing of project activities and expenditure across multiple financial years. This approach supports effective financial management and ensures funding is available to deliver the project in accordance with the approved program. The project completion timeframe remains unchanged. The project is scheduled for completion in accordance with the approved delivery program in June 2027.

Louise Petchell Learning for Sustainability Scholarship - $3,282 (General Revenue)

The Learning for Sustainability Scholarship is an annual program based on calendar year, with recipients undertaking or attending courses/conferences throughout 2026. Some of these courses/conferences are yet to commence or are still ongoing. There are no implications. This Program will be completed by December 2026.

Community Resilience Initiatives - LG Recovery Grant - $22,152 (Grant)

This is a grant-based program. The funding body has provided a 12-month extension for the delivery and completion of this program. There are nil implications for the changed budget timing. Identified program initiatives will be delivered with the remaining grant funds as per the extended program timeframe. The revised completion date for this grant program is 30 June 2027.

Fleet EV Transition Plan - $8,764 (Reserve)

The additional updated modelling of Council's fleet is nearing completion. All funds have been committed for this project. The project delivery has been delayed slightly due to constraints of the consultancy engaged to undertake the work. There are no implications of the changed budget timing. The revised estimated completion date for this project is 31 August 2026.

City Strategy

Public Transport Advocacy Campaign - $28,736 (General Revenue)

Council is collaborating with an external strategic partner to deliver a joint stakeholder event to raise awareness and elevate key issues and asks regarding public transport needs for the community of Penrith. The event will be delivered on 14 August 2026 to align with suitable timing for key Government Minister's and event partner availability. Council has prepared a Public Transport Position Paper which is available on Council's website. A stakeholder event is on track to be delivered on 14 August 2026. Continuation of this project ensures timely communication and elevation of key public transport advocacy issues and asks for Penrith, in the lead up to the NSW State Government election in March 2027. The expected completion is by December 2026.

Tree Canopy Targets for Penrith LGA - $24,559 (Grant)

The delivery timeframe for the Tree Canopy Targets project has been extended to align the remaining grant funding with the Kingswood-Werrington planning program currently being progressed by Council's City Strategy team. This work will provide important evidence to inform future tree canopy outcomes across the corridor and its key centres.

These funds are the balance of a previous grant used to undertake a Tree Canopy study. It was originally intended to use the funds to support the development of tree canopy targets across Penrith LGA. However, the available funding is insufficient to deliver a comprehensive LGA-wide project. Council is therefore seeking additional funding to supplement the existing grant and incorporate this work into the Kingswood–Werrington Master Plan, which is expected to be completed in the 2027-28 financial year.

This approach will ensure future tree canopy targets are informed by detailed place-based planning, emerging evidence and local conditions, resulting in more meaningful, achievable and implementable outcomes that can help inform a broader strategic approach to increasing and managing tree canopy across Penrith LGA.

River Strategy - $46,375 (Reserve)

Public exhibition of the draft Our River Plan will occur August – September 2026, to capitalise on the opportunity to engage with community face to face on the draft Our River Plan during the Real Festival 2026 event, which will be held in September. A draft Our River Plan has been prepared, and the project remains on track to be completed by the end of 2026. Maximising the opportunity to engage with a very large number of community members in September at Real Festival 2026 strengthens the plan, by enabling significant community feedback to be gathered. The expected completion is by the end of 2026.

East-West Corridor: Kingswood-Werrington - $161,540 (Grant, Reserve)

Preparation of the Kingswood-Werrington Structure Plan and supporting technical studies is continuing and will inform place-based outcomes for the East-West Corridor. The timeframe for completion of some studies has been extended to allow consideration of precinct-scale opportunities to inform future master planning. The Kingswood-Werrington Structure Plan is expected to be finalised by the end of 2026.

Design & Projects

Major Project Design Costs - $145,944 (SRV)

The major project design costs budget provides funds in advance of project endorsement for investigations to support project viability. These funds are replenished from endorsed project budgets when available. The intended nature of this budget requires the available funds to be revoted to maintain funding availability for future pre-project investigations. The budget is not specific to any project and as such will not impact project delivery or timeframes. This budget is not specific to any project and as such does not have a completion timeframe.

Divisional Assurance

Fire Safety Improvement Project - $132,169 (Reserve)

The Project is on track to be completed by March 2027. As with previous years, any unspent funds at the end of each financial year are required to be revoted to fund fire safety improvement works up until March 2027.

Engineering Services

Emu Plains Floodplain Risk Management Study and Plan - $126,923 (Grant, Reserve)

The Floodplain Risk Management Study and Plan is jointly funded by the Council and Grant from NSW State Government over a three-year period. The Study will continue into the 2026-27 financial year, and it is expected to be completed by 15 December 2026. No adverse impacts are expected as the study is progressing as planned.

Oxley Park Levee - Investigation and Detailed Design - $67,171 (Grant, Reserve)

This project investigates and prepares a detailed design for a flood protection levee. It is jointly funded by the Council and grants from the NSW Government over three years from July to 31 December 2025. The project has experienced delay due to the site constraints including the TransGrid High Voltage transmission lines that are running through the site and the interconnection with the Sydney Train railway embankment. The project will extend into the 206-27 financial year with an expected completion by 30 September 2026. No adverse impacts are expected as the project is progressing as planned.

Upper Byrnes Creek Catchment Flood Study - $85,662 (Grant, Reserve)

The Flood Study is jointly funded by Council and grant from the NSW Government over a three period. The study will continue into the 2026-27 financial year, and it is expected to be completed by 31 May 2027. No adverse impacts are expected as the flood study is progressed as planned.

Blackwell Creek Catchment Flood Study - $178,131 (Grant, Reserve)

The Flood Study is jointly funded by Council and grant funding from the NSW State Government over three-year period. The Flood Study will continue into the 2025-26 financial year, and it is expected to be completed by 31 May 2027. No adverse impacts are expected as the flood study is progressing as planned.

Chapman Gardens Retarding Basin - Investigation and Detailed Design - $170,045 (Grant, Reserve)

The project investigates and prepares a detailed design for a flood retarding basin. It is jointly funded by Council and Grant funding from the NSW Government over a three-year period. The project will extend into the 2025-26 financial year with an expected completion by 31 January 2027. No adverse impacts are expected as the project is progressing as planned.

Claremont Creek Catchment Overland Flow Flood Study - $93,942 (Grant, Reserve)

The Flood Study is jointly funded by Council and grant funding from the NSW State Government over three-year period. The study will continue into the 2026-27 financial year, and it is expected to be completed by 30 June 2027. There are no adverse impacts expected as the flood study is progressing as planned.

Jamison Road and Stafford Street Retarding Basins - $181,775 (Grant, Reserve)

This project investigates and prepares a detailed design for flood retarding basins. It is jointly funded by the Council and grants from the NSW State Government over three-year period. The project will extend into the 2026-27 financial year with an expected completion by September 2027. There are no adverse impacts expected as the project is progressing as planned with an expected completion by 30 September, 2027.

Pit and Pipe Survey Cambridge Park Catchment Flood Study - $184,711 (Reserve)

This project undertakes a survey of the stormwater pits and pipes along with the major hydraulic structure for the Cambridge Park Catchment Flood Study. It is fully funded by the Council and will extend into the 2026-27 financial year, with an expected completion by 15 December 2026. No adverse impacts are expected as the survey will be completed as planned.

Cambridge Park Catchment Flood Study - $74,723 (Grant, Reserve)

The Flood Study is jointly funded by Council and grant funding from NSW State Government over three-year period from 6 May 2025 to 31 May 2028. The Study will continue into the 2026-27 year, and it is expected to be completed by May 2028. There are no adverse impacts as the flood study is undertaken over three-year period as planned. The expected completion date is 31 May 2028.

Penrith Council LGA Wide Flood Risk Data Compilation Study - $120,000 (Grant, Reserve)

The project aims to consolidate Council flood data from different flood studies into unified database across the entire Penrith LGA. The study is jointly funded by the Council and grant funding from the NSW State Government over two-year period from 6 May 2025 to 31 August 2027. The project will continue into the 2026-27 financial year, and it is expected to be completed by August 2027. There are no adverse impacts as the project is undertaken over two-year period. The expected completion date is 31 August 2027.

Executive Services

ELT Consultancy - $50,000 (General Revenue)

During the June quarter, departmental savings were identified to enable the engagement of and external provider to work with the Executive Leadership Team to improve outcomes as identified in councils lates Employee Engagement Survey. Timing of the budget reallocation late in the financial year combined with the need to follow correct procurement procedures has resulted in a revote being requested for this work to be undertaken in 2026-27.

People and Culture

Silica Response - $30,824 (General Revenue)

The revote is needed due to alignment needs with mandatory health monitoring due dates for employees falling in the 2026-27 financial year. There are no major impacts and is expected to be completed by 31 May 2027.

Waste and Resource Recovery

MUDs FOGO Trial - $114,059 (Grant)

The commencement of the project was delayed, however, there are no implications as the remainder of the project is on schedule. It is expected to be completed June 2027.

WASM litter prevention stream 2 Intake 4 - $23,450 (Grant)

The consultant came under the budget which led to reallocation of project funding to the cost of litter study being conducted by WSROC in the 2026-27 financial year. There are no major impacts as all changes have been communicated to EPA and have been approved. The completion is expected by December 2026.

QBRS FINANCIAL OVERVIEW

Budget Review for the quarter ended

DESCRIPTION		Previous Year Actual	Original Budget	Approved Sept Qtr.	Approved Dec Qtr.	Approved Mar Qtr.	Revised Budget	Recommended changes for council resolution	Projected Budget	Original Budget v Projected Year End	Actual YTD
Net Operating Result before grants and contributions provided for capital purposes	Consolidated	(10,965)	(37,740)	(15,509)	(5,583)	(5,199)	(64,031)	37,909	(26,122)	(11,618)	(26,341)
Operating Result from continuing operations (with capital grants and contributions) excluding depreciation, amortisation and impairment of non financial assets	Consolidated	122,443	123,513	6,109	(20,863)	(8,934)	99,826	(3,857)	95,969	27,544	95,749
Borrowings	Total borrowings	1,077	955	-	-	-	955	115	1,071	(115)	1,071
Liquidity	External restrictions	193,847	214,111	(4,992)	1,181	18,518	228,819	(3,880)	224,939	(10,829)	226,799
	Internal Allocations	134,311	142,076	(22,549)	(9,881)	(4,294)	105,352	33,503	138,855	3,221	139,265
	Unallocated	6,432	101,916	33,650	(12,163)	(23,158)	100,245	(33,480)	66,765	35,152	514
	Total Cash and Cash Equivalents	**334,590**	**458,103**	**6,109**	**(20,863)**	**(8,934)**	**434,416**	**(3,857)**	**430,559**	**27,544**	**366,578**
Capital	Capital Funding	82,194	111,618	33,070	(12,110)	(22,944)	109,633	(35,912)	73,721	37,897	73,716
	Capital Expenditure	82,194	111,618	33,070	(12,110)	(22,944)	109,633	(35,912)	73,721	37,897	73,716
	Net Capital	-	-	-	-	-	-	-	-	-	-

INCOME & EXPENSE

Budget Review for the quarter ended

($'000)	Previous Year Actual	Original Budget	Approved Sept Qtr.	Approved Dec Qtr.	Approved Mar Qtr.	Revised Budget	Recommended Changes for council resolution	Projected Budget	Variance Original Budget v Projected Year End	Actual YTD
INCOME										
Rates & Annual Charges	212,763	224,466	202	(9)	(1,825)	222,833	(561)	222,272	2,193	222,272
User Charges and Fees	50,565	58,375	1,135	193	(1,420)	58,283	(1,734)	56,549	1,826	54,337
Other Revenue	5,852	4,724	58	1,090	(16)	5,857	874	6,731	(2,007)	6,731
Grants and Contributions - Operating	26,250	22,467	(4,919)	1,193	5,706	24,448	14,825	39,273	(16,806)	36,477
Grants and Contributions - Capital	62,032	82,886	21,618	(22,297)	(3,734)	78,473	(35,622)	42,850	40,036	42,850
Interest and Investment Income	15,322	13,595	(81)	7	878	14,399	3,122	17,521	(3,926)	17,521
Other Income	13,775	4,960	387	(212)	207	5,341	(30)	5,311	(351)	5,303
Net gain from disposal of assets	3,966	3,942	-	(73)	(4,496)	(627)	1,490	863	3,079	733
Total Income from continuing operations	**390,526**	**415,415**	**18,400**	**(20,108)**	**(4,700)**	**409,006**	**(17,636)**	**391,370**	**24,045**	**386,224**
EXPENSES										
Employee Costs	148,610	169,702	2,216	(1,906)	3,186	173,198	(3,854)	169,343	359	165,689
Materials & Services	101,751	103,201	9,980	2,758	1,239	117,178	(10,375)	106,803	(3,602)	105,530
Borrowing Costs	1,077	955	-	-	-	955	115	1,071	(115)	1,071
Other Expenses	16,645	18,043	95	(97)	(192)	17,849	335	18,185	(142)	18,185
Net Loss from Disposal of Assets										
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	**268,083**	**291,902**	**12,291**	**755**	**4,233**	**309,181**	**(13,779)**	**295,401**	**(3,500)**	**290,474**
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	**122,443**	**123,513**	**6,109**	**(20,863)**	**(8,934)**	**99,826**	**(3,857)**	**95,969**	**27,544**	**95,749**
Depreciation, amortisation and impairment of non financial assets	71,376	78,367	-	7,017	-	85,384	(6,144)	79,240	(874)	79,240
Operating Result from continuing Operations	**51,067**	**45,147**	**6,109**	**(27,881)**	**(8,934)**	**14,442**	**2,287**	**16,728**	**28,418**	**16,509**
Net Operating Result before grants and contributions provided for capital purposes	**(10,965)**	**(37,740)**	**(15,509)**	**(5,583)**	**(5,199)**	**(64,031)**	**37,909**	**(26,122)**	**(11,618)**	**(26,341)**

CAPITAL BUDGET

Budget Review for the quarter ended

($'000)	Previous Year Actual	Original Budget	Approved Sept Qtr.	Approved Dec Qtr.	Approved Mar Qtr.	Revised Budget	Recommended Changes for council resolution	Projected Budget	Variance Original Budget v Projected Year End	Actual YTD
CAPITAL FUNDING										
Rates & Other Untied Funding	21,384	16,825	(3,943)	165	(77)	12,970	(4,149)	8,821	8,004	3,488
Capital Grants & Contributions	41,936	64,628	19,290	(22,646)	(21,564)	39,709	(13,213)	26,496	38,132	31,824
Reserves - External Restrictions	9,282	12,443	4,012	19	(532)	15,942	(4,380)	11,562	881	11,562
Reserves - Internally Allocated	9,446	3,721	13,710	10,352	(772)	27,011	(169)	26,842	(23,121)	26,842
New Loans	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Other	146	14,000	-	-	-	14,000	(14,000)	-	14,000	-
Total Capital Funding	**82,194**	**111,618**	**33,070**	**(12,110)**	**(22,944)**	**109,633**	**(35,912)**	**73,721**	**37,897**	**73,716**
CAPITAL EXPENDITURE										
WIP	25,463	-	-	-	-	-	-	-	-	32,675
New Assets	37,912	31,831	27,097	6,681	(5,497)	60,113	(18,995)	41,117	(9,286)	25,451
Asset Renewal	13,747	75,799	5,973	(18,791)	(17,448)	45,532	(16,919)	28,613	47,185	11,600
Loan Repayments (principal) & Advances	5,072	3,988	-	-	-	3,988	2	3,990	(2)	3,990
Total Capital Expenditure	**82,194**	**111,618**	**33,070**	**(12,110)**	**(22,944)**	**109,633**	**(35,912)**	**73,721**	**37,897**	**73,716**

CASH & INVESTMENTS

Budget Review for the quarter ended

($'000)	Previous Year Actual	Original Budget	Approved Sept Qtr.	Approved Dec Qtr.	Approved Mar Qtr.	Revised Budget	Recommended Changes for council resolution	Projected Budget	Variance Original Budget v Projected Year End	Actual YTD
Total Cash, Cash Equivalents & Investments	334,590	458,103	6,109	(20,863)	(8,934)	434,416	(3,857)	430,559	27,544	366,578
EXTERNALLY RESTRICTED										
Developer Contributions	112,269	126,636	502	386	2,333	129,857	3,519	133,376	(6,740)	128,047
Transport for NSW Contributions	-	132	-	-	-	132	213	345	(213)	345
Domestic waste management	10,816	19,742	(788)	16	30	19,000	1,085	20,085	(343)	20,085
Stormwater Management	2,814	3,288	(841)	(98)	(3)	2,347	842	3,189	99	3,189
Other Externally Restricted	67,948	64,313	(3,865)	877	16,158	77,483	(9,539)	67,944	(3,632)	75,133
Total Externally Restricted	**193,847**	**214,111**	**(4,992)**	**1,181**	**18,518**	**228,819**	**(3,880)**	**224,939**	**(10,829)**	**226,799**
Cash, cash equivalents & investments not subject to External restrictions	**140,743**	**243,992**	**11,101**	**(22,044)**	**(27,452)**	**205,597**	**23**	**205,620**	**38,373**	**139,779**
INTERNAL ALLOCATIONS										
Employee leave entitlements	5,912	5,912	-	-	-	5,912	-	5,912	-	5,912
Internal Reserves	104,244	112,009	(22,549)	(9,881)	(4,294)	75,285	33,503	108,788	3,221	108,602
Security Bonds & Deposits	24,155	24,155	-	-	-	24,155	-	24,155	-	24,751
Total Internally Allocated	**134,311**	**142,076**	**(22,549)**	**(9,881)**	**(4,294)**	**105,352**	**33,503**	**138,855**	**3,221**	**139,265**
Unallocated	**6,432**	**101,916**	**33,650**	**(12,163)**	**(23,158)**	**100,245**	**(33,480)**	**66,765**	**35,152**	**514**

Developer Contribution Summary

Summary Developer Contributions

Budget review for quarter ended

PURPOSE	Opening Balance ($'000)	Contributions Received: Total Actual Cash As at this Q ($'000)	Contributions Received: Total Non-Cash Land As at this Q ($'000)	Contributions Received: Total Non-Cash Other As at this Q ($'000)	Total Actual Interest Earned As at this Q ($'000)	Total Amounts Expended As at this Q ($'000)	Total Internal Borrowings (to)/from As at this Q ($'000)	Held As Restricted Asset As at this Q ($'000)	Cumulative balance of Internal borrowings (to)/from As at this Q ($'000)
Drainage	(6,119)	49	-	-	(128)	-	-	(6,198)	-
Roads	14,820	2,576	-	-	666	-	-	18,062	-
Traffic facilities									
Parking	1,708	-	-	-	75	-	-	1,783	-
Open Space	61,563	5,760	-	-	2,931	614	-	69,639	-
Community Facilities	2,727	(28)	-	-	126	-	-	2,825	-
Other	2,167	966	-	-	130	168	-	3,096	-
Total S7.11 Under plans	**76,866**	**9,324**	**-**	**-**	**3,800**	**782**	**-**	**89,207**	**-**
S7.11 Not under plans									
S7.12 levies - under a plan	8,906	5,452	-	-	673	-	-	15,030	-
S7.4 Planning agreements	26,497	42.56	-	-	1,012	5,353	-	22,199	-
S64 Contributions									
Other	-	1,576	-	-	36	-	-	1,611	-
Total Developer Contributions	**112,269**	**16,393**	**-**	**-**	**5,521**	**6,135**	**-**	**128,047**	**-**

Glossary

Capital Project:

A project that helps maintain or improve a c ivil asset, often called infrastructure.

Capital Budget:

Council's planned expenditure on purchase, sale or construction of items that will provide benefits in future years.

CBD:

The Central Business District (CBD) is the commercial centre of an urban area. It contains the main shops, offices and financial institutions.

Civil Assets:

Includes roads, drainage systems, bridges, traffic facilities, footpaths, cycleways, signs and street furniture.

Community Engagement Strategy:

The Community Engagement Strategy outlines how Council plans to and maintains regular engagement and discussions with its community and partners.

Community Strategic Directions:

The Community Strategic Directions are high level objectives or aspirations of the community for the future of our City – the things that define more specifically what the long-term vision for our City will look like. The strategic directions are established by the community, through community engagement and feedback on their aspirations for the future of the City.

Community Strategic Plan:

Identifies the long-term aspirations our community want to see delivered in the City 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.

Development Control Plan (DCP):

A DCP provides detailed planning and design guidelines to support the planning controls in the LEP.

Delivery Program:

Council's work program over 4 years. The Delivery Program sets out clear priorities and ongoing principal activities Council will undertake within its responsibilities and capacity, towards achieving the community strategic directions in the Community Strategic Plan.

Department:

A section of Council that deals with a specific area of activity. A department can consist of several functions.

Disability Inclusion Action Plan (DIAP):

The DIAP identifies strategies and actions to help make Penrith more accessible and inclusive as required by the Disability Inclusion Act 2014 (NSW).

Function:

A team within a department that undertakes a particular set of activities.

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. These reforms replace the former management plan and social plan with an integrated framework. The IPR 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 IPR framework was developed to assist Councils to improve their long-term community, financial and asset planning.

Local Environmental Plans (LEPs):

LEPs guide 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.

The Local Strategic Planning Statement (LSPS):

The LSPS sets out the 20-year vision for land use in Penrith Local Government Area (LGA). The LSPS recognises the special characteristics which contribute to Penrith's local identity and how growth and change will be managed in the future.

The Long-Term Financial Plan (LTFP):

The LTFP is a long-term financial plan is to express in financial terms the activities that Council proposes to undertake over the medium to longer term to help guide Council's future actions depending on the longer-term revenue and expenditure proposals.

Operating Budget:

A record of annual transactions that are not capital (see 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 Council's annual budget

Performance Measures or Indicators:

The assessment methods 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 4 years of the Delivery Program.

Resource Strategy:

Outlines Council's capacity to manage assets and deliver services over the next ten years. The Resource Strategy includes three key elements-a Workforce Plan, an Asset Management Plan and a long-term Financial Plan. To prepare the Resource Strategy, Council determines its capacity and how to effectively manage its finances, the sustainability of its workforce, and the overall cost of its community assets.

Resilient Penrith Action Plan (RPAP):

The RPAP aims to build awareness and preparedness and enhance 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.

Stakeholders:

Individuals, groups and organisations who have an interest in Council's operations.

Strategy Statements:

Strategy statements are the responses outlining how we will achieve the community strategic directions in the Community Strategic Plan. Each community strategic direction must be accompanied by a list of strategy statements that respond and will be implemented to achieve each community strategic direction.

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 بامكانك 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 7777 4732 (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 पेनरिथ सिटी काउंसिल से (02) 4732 7777 पर संपर्क करें. या आप काउंसिल आएँ और एक दुभाषिये 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 شماره 7777 4732 (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 පෙන්රිත් නගර සභාව (Penrith City Council) හා සම්බන්ධ කර දෙන ලෙස ඉල්ලා සිටින්න. නැතිනම් නගර සභාව වෙත පැමිණ භාෂා පරිවර්තකයකු ලබා දෙන ලෙස ඉල්ලා සිටින්න.
TAMIL	இதை உங்களால் வாசிக்க இயலவில்லை என்றால், 'தொலைபேசி உரைபெயர்ப்பு சேவை'யை 131 450 எனும் இலக்கத்தில் அழைத்து 'பென்ரித் நகரவை'யுடன் (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

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