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CUMBERLAND
CITY COUNCIL

Operational Plan 2023-2024
Performance and Progress Report
July – December 2023

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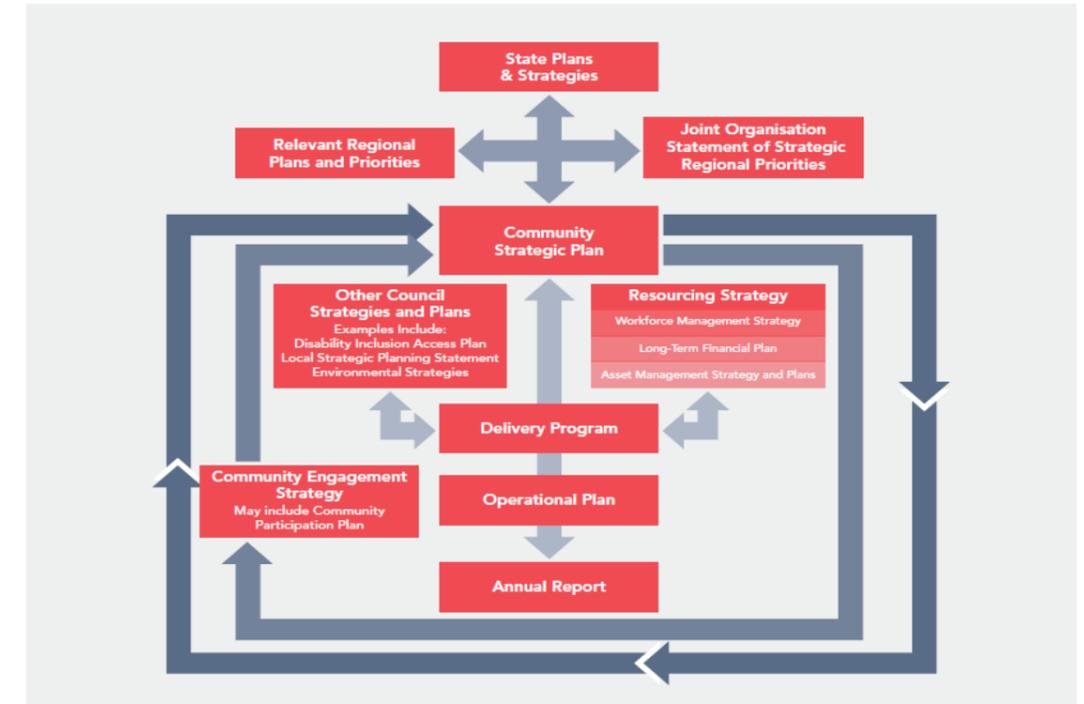
Integrated Planning and Reporting Framework

Under the *NSW Local Government Act 1993*, councils are required to develop a hierarchy of plans known as the Integrated Planning and Reporting (IP&R) Framework.

Councils undertake long term planning that is based on community engagement and the framework is designed to help councils plan sustainably for the future.

The IP&R Framework is designed to give Council and the community, a clear and transparent picture of:

- Where are we now?
- Where do we want to be in 10 years? The Community Strategic Plan sets the community objectives and strategic direction.
- How we plan to get there? The Resourcing Strategy, Delivery Program and Operational Plan provide the strategies and actions.
- How will we know when we have arrived? Six monthly, Annual and State of our City reporting provides updates on Council's progress.



Introduction

Welcome to the Cumberland City Council's Performance and Progress report. This report evaluates and reports on Council's performance relative to the commitments and objectives detailed in the Delivery Program 2022-2026 and Operational Plan 2023-2024.

The Operational Plan represents Council's annual action plan, established in response to the community's priorities identified in the Cumberland Community Strategic Plan 2017-2027 (CSP) and developed through extensive community engagement. The Operational Plan also informs the community about Council's service areas, sub services and the performance measures used to assess how Council is tracking towards achieving the Community's vision for its future.

The Operational Plan 2023-2024 commenced on 1 July 2023 with 38 frontline and internal services and 95 sub services. Council implemented changes to the organisational structure in 2023, impacting the number of services Council delivers and the responsible officers. For the six-month period to December 2023, Council has reported against 39 frontline and internal services and 95 sub services. Service updates for the General Manager's Internal Service will not be reported.

Reading the Report

The report is structured into service areas.

- Service updates provide a snapshot of the overall progress for each service area, including achievements and highlights, along with any issues or setbacks that are affecting delivery.
- Sub Services are given a status of on-track, completed, needs attention, critical, on-hold or discontinued and includes an update to keep the community informed of progress.
- Progress updates are provided for actions identified within each sub service.
- The performance indicators are methods of assessment used to review how Council is progressing towards achieving output targets.

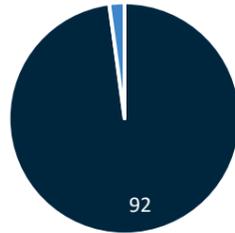
Code	Status	Definition
✓	Completed	• The sub service has delivered on its actions and performance indicator measures have achieved their targets.
	On-Track	• The sub service is progressing towards delivering on its commitments and performance indicators are trending towards meeting their targets.
!	Needs Attention	• The sub service is experiencing delays due to issues impacting timeframe and delivering on its commitments. • Performance indicator results are below their target, indicating they require action to address issues performance.
✗	Critical	• Significant delays, issues or setbacks are affecting both the sub service's actions and performance indicators, demanding urgent attention.
●	On-Hold	• The sub service commitments and performance indicators have been postponed temporarily or deferred.
—	Discontinued	• The sub service commitments and performance indicator measure have been either cancelled or will not proceeding for completion.

Executive Summary

Performance and Progress

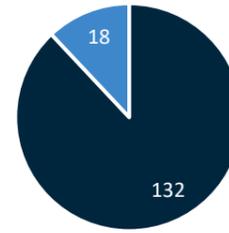
Council is on track to deliver on its commitments in the Operational Plan 2023-2024 with 98% of service action areas completed or on track for delivery in 2023-2024. 88% of key performance indicators are on track as at the end of December.

Action Areas



■ On Track / Completed ■ Needs Attention

Key Performance Indicators



■ On Track / Completed ■ Needs Attention

Highlights during the July – December reporting period:

Community and Culture

- Council demonstrated excellence winning the Les Emerson Claims Mitigation Award for the Sydney Cherry Blossom Festival.
- Council, in partnership with the Integrated Violence Prevention and Response Service (IVPRS), were nominated for a CAPS Child Protection Award in the criteria of Advocacy Campaign.
- Council was nominated for a National Disability Award 2023 in the category of Outstanding Disability Support Work for the Cultural Cooking Program.

City Services

- Council Swim Centres demonstrated outstanding excellence and won three awards:
 - Child Safeguarding Award (2023 ARI NSW Awards of Excellence)
 - Community Marketing Campaign of the year Award (2023 ARI NSW Awards of Excellence)
 - Water Safety Program (CivicRisk Mutual Risk Excellence Award)
- Several sports field renovations have been carried out, including hybrid turf being installed in high wear areas, topdressing and fertilising to encourage new growth.
- Council has continued to deliver the Regional and Local Roads Repair Grant works, with the \$6.7M Program nearing completion.

Environment and Planning

- Council successfully completed several Environment and Resource Recovery programs, including:
 - Food Organics Garden Organics (FOGO) Stage 1 Trial
 - Keep it Clean; Put it in the bin - Litter Management Program
 - 1,000 Trees for Cumberland Program completed.
- Council has delivered three major Economic Development programs, including:
 - Acceler8 Cumberland Small Business Month
 - Try a Trade Discovery Day
 - Try a Trade Connecting Women to Trade

Corporate Performance

- Council successfully launched 40 new programs focusing on community engagement in education, recreation, and sports. The inaugural Spring Fair drew an impressive crowd of over 1,000 attendees.
- Council has placed 46 work experience students across various departments, in addition to promoting job opportunities within Council including at the Berala Community Centre Spring Fair and career expos.

Governance and Risk

- As part of Safe Work Month in October, Council held two significant events:
 - Breakfast with the Mental Health Movement · Safety Day.
 - The overarching theme for 2023 was Every Mind Matters, underscoring the significance of mental health and the importance for staff to conduct their own self-assessment.
- Council successfully delivered 10 citizenship ceremonies with over 1,600 conferees receiving citizenship.

COMMUNITY AND CULTURE

Children and Youth Development - Senior Coordinator, Children and Youth Development

Service Update		Issues and Setbacks	
<p>Council's incredible efforts around child protection were recognised on 9 November 2023 at the Child Abuse Prevention Service (CAPS) 50th anniversary celebration. Council received an Honourable Mention for the Where We Start Matters Program, run in Child Protection Week 2023. Council, in partnership with the Integrated Violence Prevention and Response Service (IVPRS), was nominated for a CAPS Child Protection Award in the criteria of Advocacy Campaign.</p> <p>Council saw over 56 schools nominate students for the Pursuit of Excellence Awards. This Program is available for all Primary Schools, High Schools, Special Schools, and K-12 Schools.</p> <p>The Children and Families Strategy 2019-2023 concluded in October 2023. Council has commenced evaluating the Strategy as part of the groundwork for the development of a new Strategy.</p> <p>The Cumberland City Youth Strategy 2022–2026 entered its second year of implementation. Initial plans have been made for the development of a youth hub and actions focusing on health and wellbeing youth initiatives have been established.</p> <p>Council's Targeted Early Intervention (TEI) initiatives have been reviewed and the implementation of supported playgroups commenced.</p>			
Sub Service	Actions	Status	Progress Update
Children's Development	<ul style="list-style-type: none"> Implement actions from the Cumberland Children and Families Strategy 2019 - 2023 and develop a new Cumberland Children and Families Strategy Facilitate programming and events that meet the needs of the community 		<p>Council successfully completed the four outstanding items in the Children and Families Strategy 2019–2023, whilst progressing 13 ongoing programs and projects.</p> <p>Council welcomed over 700 children and their family members to Council's first ever Family Festive Fair. Families enjoyed a live show with carols, visit from Santa, music, food trucks, face painting, messy sensory play and Christmas craft.</p> <p>Over 2,600 Cumberland babies and toddlers registered for Dolly Parton's Imagination Library. The program is a partnership between Council, United Way Australia (UWA) and NSW Health and delivers free quality books to local families encouraging early literacy.</p> <p>Cumberland's Biggest Playgroup was successfully delivered with over 250 participants attending. The event invited local organisations offering programs and services to Cumberland's children and families to share information and run engaging activities. It is an opportunity for parents and children to connect and learn more about what is available.</p>
Youth Development	<ul style="list-style-type: none"> Implement actions from the Cumberland City Youth Strategy 2022 – 2026 Facilitate programming and events that meet the needs of the community Provide an update to the community on the Youth Advisory Committee meetings 		<p>There is progress in achieving allocated actions in the Cumberland City Youth Strategy 2022–2026, however further attention is needed around the volume, reach and frequency of what has been implemented. The four Year 1 actions are on track and ongoing. The ten, Year 2 actions are currently being considered and some implementation has commenced.</p> <p>Initiatives around body image, mental health mindfulness, and women's safety and self-defense have been implemented, alongside ongoing health and wellbeing initiatives and school holiday programs.</p> <p>26 young people were invited to a series of five Mosaic and Mindfulness art workshops. The aim was to provide an opportunity for youth to explore the connection to culture and identity through mosaic work and advocate the wellbeing benefits of engaging with artmaking.</p> <p>Six young people successfully took part in the Young Entrepreneurs Program, taking part in a workshop to equip them with the skills to create revenue from a hobby or craft. These young people featured at the Christmas in the Garden event, all selling services or items they had on offer.</p> <p>The Youth Advisory Committee (YAC) continues to meet once a quarter, with two meetings taking place. August and November meetings saw six young people representatives attend each meeting.</p>

Child Safe Organisations	<ul style="list-style-type: none"> • Provide an update to the community on the Child Protection Framework Review • Provide an update to the community on the Cumberland Child Protection Interagency 		<p>The Where We Start Matters event saw 41 children participate with an aim to enhance protective measures against sexual harm. All parents who completed an evaluation, reported increased confidence in discussing this topic with their children. 90 children received targeted book packs which educate families on protective responses to the risk of sexual harm.</p> <p>Council hosted the inaugural Child Safe Standards: A Local Government Perspective forum during National Child Protection Week in September. Over 90 representatives from councils across the country took part.</p> <p>The Office of the Children’s Guardian completed a pilot Child Safe Assessment visit at the Granville Centre. During the assessment, no breaches of the Children’s Guardian Act 2019 were identified.</p> <p>Three information sessions were delivered internally to educate staff on the expectations around child protection within Council. Sessions were delivered to Guildford West Out of School Hours Care, the Place and Engagement Team and the Education and Care Management Team.</p> <p>Council’s Child Protection Team held two meetings. Council continues to support the Cumberland Child Protection Interagency with Health and the Department of Communities and Justice involved in coordinating the group.</p>
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Performance Indicators - Measures	Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Number of Children and Families programs run in the community	8 Annually	42		 These programs encompass nature play, early literacy, supported playgroup, parent workshops, health and wellbeing, school holiday programs and family events. Improved result is attributed to the feedback received from events and implementation of strategy actions.
Number of Council programs that involve children and youth participation in their planning	4 Annually	8		 Improved result is attributed to the feedback received from events and implementation of strategy actions.
Number of youth programs run in the community	8 Annually	35		 These programs encompass mental health, self-defense, health and wellbeing, creative and recreational activities, school holiday programs and events. Improved result is attributed to the feedback received from events and implementation of strategy actions.
Number of community Child Safe initiatives delivered	4 Annually	5		

Community Development – Manager, Community Development

Service Update		Issues and Setbacks	
<p>Council is re-establishing and strengthening its relationships with community organisations operating in Cumberland. These efforts aim to improve outcomes for community members.</p> <p>The Domestic and Family Violence (DFV) Action Plan 2023-2025 commenced implementation. Council completed its first action with the opening of the DFV Hub.</p> <p>Council is in the process of finalising the Homelessness Action Plan 2024–2027, which will provide direction for Council in relation to building rapport with support services.</p>			
Sub Service	Actions	Status	Progress Update
Community Development Programs	<ul style="list-style-type: none"> Facilitate partnerships and collaborations with local community organisations Facilitate events, programs, information and education sessions for local organisations and the wider diverse Cumberland community Provide an update to the community on the Culturally and Linguistically Diverse (CALD) Committee meetings. 		<p>Networking opportunities were provided to the community sector of Cumberland through the Community Exchange Networking meetings. These meetings included exchanging of ideas and collaborative efforts amongst participants within the network.</p> <p>The Community Development Insight Forum saw community organisations come together to workshop sector and community needs, which will inform Council's work moving forward.</p> <p>Council attended six community events providing information on Council services and activities for stall holders and attendees.</p> <p>Council facilitated Family Financial Wellbeing Day, giving community members the opportunity to speak to State and Federal government bodies, financial support services and attend financial literacy workshops.</p> <p>Council convened one formal and one informal Culturally and Linguistically Diverse (CALD) Committee meeting, providing the community with updates on capacity building events, programs, and activities.</p>
Community Grants	<ul style="list-style-type: none"> Facilitate and deliver Council's Community Grants Program Support the delivery of the Cumberland ClubGRANTS Program 		<p>Round 1 of Council's Community Grants Program was completed with \$138,404 funded to organisations operating support services in Cumberland.</p> <p>Grant applicants were supported to submit successful applications with a group information session, attended by nine organisations, as well as an opportunity to receive one on one feedback on grant applications through an advisory desk. 11 organisations attended one on one sessions.</p> <p>Council continues to assist in the delivery of the Clubs Grants Scheme. Council convened funding panel discussions with Clubs representatives and as a result, the Clubs of Cumberland funded over \$1,000,000 in community initiatives.</p>
Domestic and Family Violence (DFV) Initiatives	<ul style="list-style-type: none"> Develop, deliver and implement the Domestic and Family Violence Hub Implement the Cumberland Domestic and Family Violence Plan actions 		<p>Council's DFV Hub operates in collaboration with six DFV support services, as well as Centrelink and NSW Police Multicultural Liaison Officers.</p> <p>Council has completed the following from the DFV Action Plan:</p> <ul style="list-style-type: none"> Nine DFV Safety sessions at organisations such as TAFE and Community Migrant Resource Centre Convened two Cumberland Community of Practice Networking meetings Facilitated the DFV Forum, attended by approximately 70 representatives from Cumberland DFV support services Acknowledged the 16 Days of Activism Against Gender Based Violence with the Western Sydney Women's March. The March was attended by approximately 100 participants, all marching to raise awareness for gender-based violence.
Aboriginal Engagement	<ul style="list-style-type: none"> Facilitate events, programs, information and education sessions for Aboriginal engagement Provide an update to the community on the Aboriginal Torres Strait Islander Consultative Committee (ATSIC) meetings Develop and implement Council's Reconciliation Action Plan (RAP) 		<p>Council engaged with its community through the following initiatives:</p> <ul style="list-style-type: none"> Facilitated eight Aboriginal education sessions at schools, sharing Aboriginal histories and connections to Country Completed one professional development session for the education sector on Aboriginal perspectives in education Facilitated and acknowledged NAIDOC Week with a school holiday event, attended by approximately 50 children and their families. <p>Convened two ATSIC Committee Meetings, providing an update on the above Aboriginal and Torres Strait Islander initiatives, activities, and events.</p> <p>Council is in the process of reviewing and updating the RAP, in collaboration with its working group. The working group consists of Council staff and local Darug Elders.</p>

<p>Crime Prevention and Community Safety Programs</p>	<ul style="list-style-type: none"> • Coordinate review and placement of CCTV in partnership with NSW Police • Provide an update to the community on the Community Safety and Crime Prevention Committee meetings • Develop the Community Safety and Crime Prevention Plan 		<p>Council continues to work closely with NSW Police in dispensing CCTV footage to ensure the safety of its residents. Council has relocated a number of cameras based on crime trends and advice from NSW Police.</p> <p>Council attended four Police Area Command community meetings and convened two Community Safety and Crime Prevention Committee meetings, providing an update on the Community Safety and Crime Prevention Plan and Council initiatives.</p> <p>The former Community Safety and Crime Prevention Plan is being reviewed with a Community Safety Survey providing feedback on its effectiveness. This data will be used to inform a new Community Safety and Crime Prevention Plan.</p>
<p>Homelessness</p>	<ul style="list-style-type: none"> • Implement actions in area of responsibility to the Homelessness Action Plan • Provide an update to the community on the Homelessness Committee meetings • Liaise with local stakeholders on emerging homelessness issues in the area 		<p>Council is in the process of finalising the Homelessness Action Plan in collaboration with the Homelessness Advisory Committee. The Action Plan aims to strengthen referral pathways for those at risk of becoming homeless and offering rough sleepers support through connection to outreach services.</p> <p>Council convened two Homelessness Advisory Committee meetings, providing updates on current community trends and support initiatives.</p> <p>Council continues to build rapport with outreach services such as the Department of Communities and Justice and Uniting to provide support to those community members experiencing or at risk of homelessness.</p> <p>Council acknowledged Homelessness Week with two pop-up support hubs located at Westmead and Auburn.</p>

Performance Indicators - Measures	Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Collaborate with community organisations to build their capacity	10 annually	20		 Council has made engagement and outreach with the community sector a priority. This has seen an increase in opportunities to strengthen relationships through sector development to build capacity. Nine organisations attended grant writing information session and 11 organisations attended one on one grant writing sessions.
Partner with community organisations to provide programs	5 annually	4		 Family Financial Wellbeing Day – multiple organisations involved.  Lidcombe Cost of Living Hub – multiple organisations involved.  Welcome to Church St – Evolve Housing.  16 Days of Activism March – multiple organisations involved.
Number of attendees at networking groups	200 annually	145		
Number of networking groups facilitated	10 annually	6		
Number of attendees at wider community development events, programs, information and education sessions	300 annually	319		 Family Financial Wellbeing Day – 94.  Lidcombe Cost of Living Hub – approximately 100.  Welcome to Church St – Evolve Housing event – 25.  16 Days of Activism March – approximately 100.
Number of events, programs, information and education sessions for Aboriginal engagement	4 annually	10		 Council has worked to engage the community as well as the education sector in relation to Aboriginal programming, as such this has seen an increase in opportunities to provide education and information sessions to students and teachers. These include: <ul style="list-style-type: none"> • One Professional Development session with teachers • Eight Information sessions with early childhood centres and schools • One NAIDOC event, facilitated by Council.
Number of attendees at events, programs, information and education sessions for Aboriginal engagement	100 annually	750		 Total attendance of the 10 initiatives conducted.

Events and Culture - Senior Coordinator, Events and Culture

Service Update		Issues and Setbacks	
<p>Cumberland's Cultural Events Program has seen significant increases in attendance numbers for both the Sydney Cherry Blossom Festival and Diwali Celebrations. Events and Culture demonstrated excellence winning the Les Emerson Claims Mitigation Award for the Sydney Cherry Blossom Festival.</p> <p>Cumberland Council's public artwork, Badu Bayumi created in collaboration with First Nations artists Dennis Golding and Chris Tobin, has been recognised for its exceptional standard. Create NSW and the NSW Government's agency for arts has selected it as a best practice public art case study.</p> <p>In the Parramatta Road Urban Amenity Improvement Program, Council has delivered a new public artwork, Embrace Monuments by artist Nuha Saad on Melton Street, Auburn, next to Auburn North Public School.</p>			
Sub Service	Actions	Status	Progress Update
Major Events	<ul style="list-style-type: none"> Facilitate events that meet the needs of the community via engagement, planning sessions and Council direction Provide an update to the community on the Events Committee meetings Develop the Cumberland Events Strategy 		<p>Council delivered a program of five major community and cultural events to over 107,000 residents and visitors, with events including:</p> <ul style="list-style-type: none"> Sydney Cherry Blossom Festival from August 19 to 27, 2023 welcoming over 87,000 visitors to Auburn Botanic Gardens across the nine-day festival Moon Festival on Saturday, 30 September 2023 at Wyatt Park, Lidcombe Council supported community event, the Celebration of the Centenary of the Foundation of Modern Türkiye on Sunday, 29 October 2023 at Wyatt Park, Lidcombe Diwali Festival celebrations on the evening of Saturday, 18 November 2023 on Station Street in Wentworthville Town Centre Christmas in the Gardens at Auburn Botanic Gardens on the evening of Saturday, 9 December 2023. <p>Council also presented community viewing live sites for the FIFA Women's World Cup Australia and New Zealand 2023 at Granville Park and Merrylands Civic Square. Council administered the Cumberland Events Committee which supports the planning of all cultural events and the development of a program for committee members to volunteer at events as community ambassadors. Development of the Cumberland Events Strategy is ongoing with the approval of the 2024 Cultural events calendar dates.</p>
Gallery Programs	<ul style="list-style-type: none"> Develop and deliver the Gallery Artistic Program, curated exhibitions and public programs Develop and deliver the Gallery Artist in Residence Program Provide an update to the community on the Arts Committee meetings 		<p>Granville Centre Art Gallery Artist Program included the presentation of two exhibitions:</p> <ul style="list-style-type: none"> The Great Granville Garden Show, a collection of artworks by 10 local, national and international artists in a range of artforms, all celebrating the importance of gardens to individuals, cultures and communities. The Good, a major new solo exhibition by West Australian artist Anna Louise Richardson. This exhibition is part of a national tour by Wagga Wagga Art Gallery, The Condensery and Museums and Galleries of NSW. This tour enabled Cumberland residents to access a high quality national contemporary art exhibition, in their own area. <p>Public programs presented at Granville Centre Art Gallery included three art workshops in partnership with HIDDEN Rookwood Sculptures 2023. HIDDEN artists Emily Greenwood, Virginia Keft, Karlina Mitchell and Lee Mitchell shared their arts practice with the Cumberland community in a series of interactive art making workshops across July and August 2023.</p> <p>As part of Granville Centre Art Gallery Program, Council launched new summer monthly event series, Granville Nights, featuring music, food and arts and creative activities after hours once a month. This project is funded by Create NSW Culture Up Late Western Sydney Program.</p> <p>The Gallery Artist in Residence Program, featured artists in residence at two locations including:</p> <ul style="list-style-type: none"> Cumberland resident, photographer Garry Trinh in residence at Granville Centre Art Gallery making new artwork for The Great Granville Garden Show. Cumberland resident Dacchi Dang, artist in residence at Peacock Artist Studios at Auburn Botanic Gardens, making new artwork for a new solo exhibition to be presented at the Granville Centre Art Gallery from March 2024. <p>Council administered the Cumberland Arts Advisory Committee, supporting Council in facilitating engagement with the community and the wider cultural sector and supporting evaluation and review of the Cumberland Cultural Plan. The Arts Advisory Committee contributed to Council's submission to the NSW Government regarding the development of its new NSW Arts, Culture and Creative Industries Policy, and also provided support and feedback on Council public art projects as part of Masterplans and Public Domain plans.</p>

Performance Indicators - Measures	Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Number of major community events held annually	8 annually	5		
Attendance rate at events (attendance/capacity)	75%	75%		
Number of participants annually at major events	95,000	107,000		 Sydney Cherry Blossom Festival experienced strong visitor attendance, welcoming over 87,000 festival participants across the nine-day festival, contributing to above projected attendance of 107,000 event visitors to the events program.
Number of participants engaged in gallery programs	5,000 annually	2,000		 Weekly exhibition attendance did not reach projected attendance levels, with Granville Centre Art Gallery still becoming established as a destination for locals and visitors to attend for art exhibitions. Attendance was positively increased by attendance at workshop programs and event programs.
Present major exhibitions at The Granville Centre Art Gallery	3 annually	2		 Public exhibitions at The Granville Centre Gallery: <ul style="list-style-type: none"> • The Great Granville Garden Show • The Good.

Libraries - Senior Coordinator, Library Services

Service Update		Issues and Setbacks	
<p>Cumberland Council's Library Services received a recognition certificate from the Australian Taxation Office for running the Tax Help Program from July to October 2023.</p> <p>Library Services also received an appreciation letter for supporting the 2023 September Library Health Month initiative from Western Sydney Local Health District (WSLHD).</p> <p>The libraries participated in the Cooling Cumberland Program, offering visitors a summer refuge by opening all libraries on Sundays from 1pm – 4pm.</p>			
Sub Service	Actions	Status	Progress Update
Library Operations	<ul style="list-style-type: none"> • Create flexible and inviting spaces that encourage social, recreational and study spaces in all Library branches • Provide updates to the community on the Library Committee meetings • Identify, create, and implement diverse and inclusive library programs, activities, events and information sessions based on feedback and community needs • Provide opportunities to work in partnership with community groups and government agencies • Investigate and implement diverse and responsive library collections that meets the needs of the community • Review Public Computer Centres for current layout, and plan spaces and computers for current and future needs 		<p>Newspaper stands were upgraded in Guildford and Greystanes Libraries. Merrylands Library added new shelving to the children's section and TV screens in library programs space. A Storytime Pod was added to the Wentworthville Library children's area, allowing children to listen to stories in a number of languages.</p> <p>Agenda items raised in the Library Committee have been addressed:</p> <ul style="list-style-type: none"> • Discussion of Notice of Motion from Council Meeting – Berala Library Report • Young Writer's Awards • International Mother Language Day 2024 • Turkish Book Club • Sydney Writers' Festival. <p>Council delivered diverse library programs in collaboration with NSW Health, State Library of NSW, Telstra, Council volunteers and various departments within Council, these programs included:</p> <ul style="list-style-type: none"> • NAIDOC week • Library Information Week • September Library Health Month • Drop-in IT session • School Holiday Police Storytimes (Highway Patrol Vehicle) • School Holidays with Fizzics for Science Week • Cumberland Young Writers' Competition and workshop hosted by Ashley Barton • HSC Lock-ins • HSC Mental Health Sessions • Swim-Safe Storytimes • National Recycling Week Workshop • Diwali Storytime • Ongoing Multicultural Legal Service Program • Tech Savvy Seniors sessions in Mandarin language • Bunnings Craft Workshop for Christmas • Santa Storytimes at Auburn, Granville, Merrylands and Wentworthville • Christmas Card Making for adults. <p>Staff are working with State Library of NSW in a partnership using the program - Amplify, which will assist the community to access our local oral history collections.</p> <p>Council has added a new eAudiobooks platform 'uLibrary' to the collection.</p> <p>Positive feedback has been received from the community after the relocation of our Junior Community Languages collections in all eight libraries. Auburn Library staff have reviewed and updated the layout of the Junior, Young Adult and Graphic Novel collections, which has improved accessibility, spacing, access to collections and addressed the high demands of these collections.</p> <p>New EFTPOS terminals were added across all eight branches for our print services.</p> <p>Granville Study rooms and Merrylands Fishbowl room are available for the community to book for study or meeting spaces.</p>

Performance Indicators - Measures	Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Number of new library members	4,000 annually	5,360		✓ There are more programs offered by the library and library members are making use of the free Wi-Fi and public computers.
Number of library loans, all formats	400,000 annually	238,974		✓
Number of library programs delivered face-to-face or online	650 annually	1,540		✓ Engaging programs have been provided for the community, including adult classes, book clubs, and workshops. Storytime and Baby Bounce sessions are popular programs for our families. Increase in the results is attributed to customers returning to libraries and embracing Council services and programming.
Number of attendees at library programs, face-to-face and online	20,000 annually	14,303		✓
Attendance at libraries	500,000 visitations annually	330,666		✓
Provide individual children's programs and activities	550 annually	625		✓ Popular programming was provided to families with storytimes, baby bounce and School Holiday activities.
Provide literacy and life-long learning programs and activities	100 annually	30		! Lifelong learning programs restarted on a reduced schedule for 2023. This has been reviewed for 2024 with the number of programs provided to the community increasing.
Provide diverse and special needs programs and activities	100 annually	198		✓ The library expanded English Conversation to Granville and Lidcombe and introduced one-on-one reading assistance for adults.
Provide programs and activities in partnerships for the community	100 annually	689		✓ Libraries in partnership with the local community, offer various programs, including JP Service, Tax Help, NSW September Health Month, Multicultural Legal Service, technology assistance, and Council events. Increase in the results is attributed to visitors and members returning to libraries and embracing Council services and programs.
Public library computer usage	50,000 sessions annually	28,413		✓
Wi-Fi own device usage	90,000 sessions annually	60,474		✓

Seniors and Disability - Senior Coordinator, Seniors and Disability Services

Service Update		Issues and Setbacks	
<p>Council was nominated for a National Disability Award 2023 in the category of Outstanding Disability Support Work for the Cultural Cooking Program.</p> <p>Council was successful in a funding application for Seniors Festival 2024 and will receive \$7,000 to facilitate events during the festival in March 2024.</p>			
Sub Service	Actions	Status	Progress Update
Social Inclusion Programs	<ul style="list-style-type: none"> Facilitate programming and events that meet the needs of the community, based on feedback through surveys and planning sessions Implement reforms and deliver a variety of programs and services for seniors to keep connected and healthy under the Commonwealth Home Support Programme (CHSP) 		<p>Council has provided 102 Wellness Programs, 24 Social Outings and one short holiday program as part of the Social Inclusion Program provided under the Commonwealth Home Support Programme (CHSP). The activities and locations of trips offered were designed using the feedback from a customer planning day and the annual customer survey.</p> <p>10 Over 55's Health programs have been provided with 208 senior residents participating.</p>
Transport Services	<ul style="list-style-type: none"> Review transport options with local providers and promote to the community 		<p>Cumberland City Council's website has been updated with information on Travelling on Trains and the additional support available to seniors and people with disability.</p> <p>Council continues to offer and promote the availability of an accessible bus for hire to community groups, community organisations and private uses in the Cumberland Community. The accessible bus has been utilised on 43 occasions.</p> <p>Council provides information on and referrals to, providers of community transport for seniors and people with disability.</p>
Nutrition Services	<ul style="list-style-type: none"> Facilitate a home delivered and centre-based meals service model that meets the needs of the community based on feedback Implement a home delivered breakfast meals service 		<p>105 senior residents accessed home delivered meals and centre-based meals under the Commonwealth Home Support Programme.</p> <p>A hot meal delivery option is now available to eligible seniors and people with disability.</p>
Seniors and Disability Events	<ul style="list-style-type: none"> Plan and facilitate events, programs, information and education for seniors, people with disability and their carers 		<p>19 special events were delivered in celebration of NAIDOC Week, Dementia Awareness Month, Active Ageing Week, Carers Week, Social Inclusion Week, International Day of People with Disability, and Seniors Christmas. Some of the special events delivered included Christmas Concerts, Bus Trips, Picnic in the Park, Barn Dance, Outdoor Tai Chi, Cooking programs, Yoga in the Park and First Nations Bingo.</p> <p>Four Information Sessions were delivered covering the topics of Dementia Awareness, Carer Gateway and Cost Saving.</p> <p>One Stepping On Program was delivered, this eight-week program educates seniors in falls prevention and improves balance.</p>
National Disability Insurance Scheme (NDIS) Programs	<ul style="list-style-type: none"> Plan, facilitate and deliver a range of programs and services under the National Disability Insurance Scheme 		<p>250 programs and services were provided including wellness programs, community outings, leisure programs, meals and shopping. A total of 51 customers accessed these programs and services totaling 345 meals, 8,160 hours of group programs and 158 hours of shopping services.</p>
Disability Inclusion Action Plan (DIAP)	<ul style="list-style-type: none"> Implement actions from the Disability Inclusion Action Plan (DIAP) Provide an update to the community on the Access Committee meetings 		<p>Council's Disability Inclusion Action Plan 2022–2026 (DIAP) annual report was successfully submitted in November 2023. Key highlights from the report for July to December 2023 include:</p> <ul style="list-style-type: none"> NDIS Early Childhood Support information desks were established across all of Council's eight library branches from October to December 2023. The sessions provided parents of children with disability the opportunity to have easy access to information and support and to develop the skills children need to take part in daily activities and achieve the best possible outcomes in their lives. Participants of Council's Disability Program spent several months learning and practicing a performance which they showcased at the Mayoral Christmas Party. This gave people with disability an opportunity to learn new skills, feel valued, showcase their skills and impacted positively on attitudes. The Granville Centre Art Gallery hosted We Are Studio, in October. An inclusive creative studio that breaks down barriers by creating space to thrive. Established by people with disability, for people with disability. Their mission is to empower artists with disability to establish and maintain a thriving and sustainable creative practice. The group

			participated in a guided exhibition tour of The Great Granville Garden Show and creative workshop.
Volunteer Program	<ul style="list-style-type: none"> Provide opportunities for the community to assist Council in volunteering roles 		<p>Council promoted volunteer opportunities to the community at Berala Community Centre Spring Fair in September 2023, Cumberland's Biggest Playgroup event in October 2023 and planned and delivered a Volunteer Program photo and film shoot in October 2023 for creation of a new Volunteer Opportunities video in 2024.</p> <p>Council currently has volunteers contributing their time in various areas, including:</p> <ul style="list-style-type: none"> Education and Care Services (Childcare Centre) Community Services (Community Centre, Holroyd Function Centre Volunteer and Community Event) Children and Youth Services (Bush School and Youth Program) Library Services (English Class, Computer Class, JP Service, Reading Buddies for Children and Adults) Parks and Environment (Bush Care and Central Gardens Nature Reserve) Seniors and Disability Services (Kitchenhand, Activities Assistants, Drivers, Shopping Assistants, Transport Assistants and Outing Assistants).
Seniors Units	<ul style="list-style-type: none"> Facilitate and manage applications, priority assistance and waitlist for Senior Living Units 		All Seniors Units Applications received have been processed and applicants notified of the outcome. There are currently no outstanding applications.

Performance Indicators - Measures	Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Number of hours of social inclusion service provided to individual and group seniors under the Commonwealth Home Support Programme (CHSP)	29,927 hours annually	16,873		
Number of trips provided to seniors under the Commonwealth Home Support Programme (CHSP)	6,318 trips annually	3,597		
Number of meals provided to seniors under the Commonwealth Home Support Programme (CHSP)	37,961 meals annually	17,237		
Number of customers accessing Seniors and Disability Services under the Commonwealth Home Support Programme (CHSP) and National Disability Insurance Scheme (NDIS)	337 annually	379		
Number of senior residents, people with disability and carers accessing events, programs and information and education sessions	1,000 attendees in total annually	841		
Number of residents participating in Council's Volunteer Program	150 volunteers in total annually	196		

Education and Care – Manager, Education and Care

Service Update		Issues and Setbacks	
<p>Education and Care has provided seven long day care services, five Out of School Hours (OOSH) services and Family Day Care.</p> <p>Between July and September 2023, Guildford West Children’s Centre, Frances Fisk Children’s Centre and Wenty Children’s Centre undertook a full assessment and rating visit with all achieving ‘Meeting’ as their final result.</p> <p>Four out of the five OOSH services took part in a ‘partial’ assessment and rating visit between July and December 2023. All services were thorough in their planning and preparation and all of the services have achieved ‘Meeting’ as their final rating, including some ‘Exceeding’ themes.</p>			
Sub Service	Actions	Status	Progress Update
Long Day Care (LDC)	<ul style="list-style-type: none"> Provide seven high quality long day care services for up to 344 children per day, aged 0-5 years of age operating 50 weeks a year from 7:00am to 6:00pm Deliver an inclusive learning program for all children in line with the outcomes of the Early Years Learning Framework 		<p>In this reporting period, each of Council’s seven long day care services provided 120 sessions of long day care. In total, 840 sessions and 9,240 hours of care were provided to the community.</p> <p>All Long Day Care services have commenced transitioning to the Early Years Learning Framework (EYLF) Version 2.0.</p> <p>Wenty Children’s Centre, Guildford West Children’s Centre and Francis Fisk Children’s Centre achieved a rating of ‘Meeting’ National Quality Standard following their Assessment and Rating against the seven quality areas.</p>
Out of School Hours Care (OSHC)	<ul style="list-style-type: none"> Provide five Before School Care Programs, five After School Care Programs and three School Holiday Programs 		<p>In this reporting period, Education and Care provided:</p> <ul style="list-style-type: none"> 505 sessions of Before School Care and After School Care across five sites 46 sessions of the School Holiday Program ran across two sites (Sherwood Grange and Ringrose). <p>An additional four sessions were provided at Sherwood Grange OOSH for the School Holiday Programs (SHP) at the end of December due to the school term ending early, and demand was indicated. All OOSH services have commenced transitioning to the My Time, Our Place (MTOPE) Learning Framework Version 2.0.</p> <p>Widemere OOSH, Parramatta West OOSH, Ringrose OOSH and Sherwood Grange OOSH all achieved a rating of ‘Meeting’ National Quality Standard following their Assessment and Rating against the seven quality areas.</p>
Family Day Care (FDC)	<ul style="list-style-type: none"> Provide program and compliance support for up to 30 registered Family Day Care educators 		<p>Council maintains regular engagement with home educators, through weekly home visits and remote interactions. A structured approach to these visits ensures a balance between compliance checks and discussions on educational programs.</p> <p>FDC educators have transitioned from manual receipting to digital receipting through Smart Central. This change allows easy access to receipts for all stakeholders and ensures compliance with the new requirement of Electronic Fund Transfer (EFT) for gap fee payments.</p>
Education and Care Support	<ul style="list-style-type: none"> Provide compliance and back-end support to 13 Education and Care Services Deliver and administer a central enrolment and intake of all children into all of Council’s Education and Care Services 		<p>All Education and Care services receive weekly support from Council. In this reporting period, additional support was provided to the seven services that went through Assessment and Rating against the National Quality Standard (NQS).</p> <p>Enrolments into Council’s Education and Care services is done centrally to ensure good occupancy of all services is maintained consistently.</p>

Performance Indicators - Measures	Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Occupancy rates of Long Day Care services	>90%	90%		
Occupancy rates of Before and After School services	>70%	BSC: 56% ASC: 79%		 Demand for Before School Care in the Cumberland community is typically much lower than demand for After School Care. Council has received advice of new OOSH services opening in the area which will impact enrolments at Guildford West OOSH and Ringrose OOSH in 2024 and beyond.
Occupancy rates of School Holiday Program	>90%	100%		 Council has consolidated three School Holiday Programs into two. Enrolment caps have been lifted to the approved capacity at both Sherwood Grange OOSH and Ringrose OOSH to ensure no families are impacted by the consolidation of services.
Percentage of services rated Meeting or Exceeding National Quality Standard	100%	92%		 Family Day Care is currently rated 'Working Towards' National Quality Standard. Council will apply to have this service reassessed in 2024.

CITY SERVICES

Asset Management and Asset System Support - Manager, City Assets and Construction					
Service Update			Issues and Setbacks		
Council has completed the Merrylands CBD Street Lighting Audit.					
Sub Service	Actions	Status	Progress Update		
Asset Management Planning and Control	<ul style="list-style-type: none"> Prepare the annual Renewals Program for transport, buildings, and open space Assess street lighting requests, and manage installation of new lights Undertake Condition Audit of buildings 		<p>Annual Renewal Program for 2024-2025 financial year has been drafted.</p> <p>69 Requests for streetlighting have been investigated and addressed.</p> <p>All street lighting assessments are progressing as planned.</p> <p>Building and Open Spaces Condition Assessment and Revaluation is in progress.</p> <p>Buildings and Open Spaces Condition Audit is in progress to be completed by June 2024.</p> <p>The 10-year program for Buildings and Open Space is being refined, with further changes required following the completion of the Condition Audit.</p> <p>Condition Audit of bridges has been completed.</p> <p>A 10-year Asset Management Program has been Completed for the following:</p> <ul style="list-style-type: none"> Roads Footpaths New Footpath Renewal Stormwater Bridges. 		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
A revaluation of assets is carried out each year in accordance with the agreed audit schedule		Annually	N/A		 In progress due for completion by June 2024.

Capital Works and Assets Renewal - Manager, City Assets and Construction

Service Update			Issues and Setbacks		
<p>The Capital Works and Assets Renewal service continues to deliver new projects and renewal programs that improve the quality of Cumberland City Council assets network.</p> <p>Council has completed 50% of Merrylands Road CBD Drainage works in Addlestone Road and 70% of the Civic Park Wetlands and Park upgrade project.</p>					
Sub Service	Actions	Status	Progress Update		
Capital Works and Asset Renewal Programs	<ul style="list-style-type: none"> Deliver annual Renewals Program for Buildings Deliver annual Renewals Program for Open Space Deliver annual Renewals Program for Roads Deliver annual Renewals Program for Footpaths Deliver annual Renewals Program for Stormwater Undertake new construction works as per approved design, to budget, quality and within agreed timeframes 		<p>12 Building renewal projects completed including one major project.</p> <p>16 Open space renewal projects completed including two major projects.</p> <p>40 Road renewal projects completed including one bridge project.</p> <p>66 footpath renewal projects completed.</p> <p>Two stormwater renewal projects completed.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Percentage of approved Capital Works Program completed by June 2024		90%	50%		 Of the 280 capital works new and renewal projects, 139 have been completed

Venues - Manager, Holroyd Centre

Service Update			Issues and Setbacks		
<p>The Granville Centre continues to be a popular state of the art venue with increased bookings being experienced, largely in part due to increased engagement with Council's Art Gallery programs and workshops.</p>					
Sub Service	Actions	Status	Progress Update		
Venues and Stadiums	<ul style="list-style-type: none"> Provide premium bookable spaces and facilities 		<p>The Holroyd Centre is experiencing a reduced number of bookings and following a review of the business model will be focusing on catering smaller events.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Increase utilisation and bookings of premium venues		Increase by >10%	52.65%		 Although there is a reduction in bookings for the Holroyd Centre and ETS. Overall bookings across premium venues are 2,173.

Swimming Pools - Swim Centre Operations Manager

Service Update		Issues and Setbacks			
<p>Council Swim Centres demonstrated excellence with winning three awards:</p> <ul style="list-style-type: none"> • Child Safeguarding Award (2023 ARI NSW Awards of Excellence) • Community Marketing Campaign of the year Award (2023 ARI NSW Awards of Excellence) • Water Safety Program (CivicRisk Mutual Risk Excellence Award) <p>Swim Centre staff members were also nominated as Finalist:</p> <ul style="list-style-type: none"> • Adam Lloyd Memorial Spirit Award (2023 ARI NSW Awards of Excellence) • Duty Supervisor of the Year (2023 ARI NSW Awards of Excellence). 					
Sub Service	Actions	Status	Progress Update		
Swim Centres	<ul style="list-style-type: none"> • Deliver a Learn to Swim Program to increase water safety to our community • Deliver aquatic programs to promote health and fitness • Provide facilities to enable schools to deliver events and aquatic services 		<p>Learn to swim enrolments, while slightly below target, continued to attract participants with a total of 9,800 enrolments partaking in Council programs.</p> <p>Aqua Aerobics programs have relaunched in December, with 33 participants in attendance across both sessions.</p> <p>Swim Centres hosted 10 school swimming programs and 32 swimming carnivals.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Swim centres comply with Royal Life Saving Society and other statutory guidelines		Monthly audits	100%		 Six individual audits completed across each Swim Centre.
Swim School enrolments as percentage of capacity		>80%	75%		 The Guildford indoor pool closure has impacted our Swim School Program enrolments and overall program capacity percentage. Council has secured a grant through the Western Sydney Infrastructure Grants to upgrade the Guildford swimming pool.

Buildings Maintenance – Manager, Buildings and Depot

Service Update			Issues and Setbacks		
Buildings Maintenance recently completed an upgrade to the building access system due to the previous system reaching its end of life. The new system allows for greater security and capacity.			The increasing costs of materials and services, combined with the increasing cost of water, electricity and gas has placed additional pressures on facilities maintenance budgets.		
Sub Service	Actions	Status	Progress Update		
Building Maintenance	<ul style="list-style-type: none"> Undertake rolling scheduled preventative maintenance to ensure compliant, safe and functional buildings, properties, and facilities Undertake reactive works in a timely manner to ensure compliant, safe and functional buildings, properties, and facilities 		Schedule and reactive maintenance have been undertaken to provide safe and functional facilities to the community. Renewal of maintenance contracts are in progress, to be finalised in the 2024-2025 financial year.		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Building maintenance undertaken in accordance with fit for purpose with established service levels, based on risk, usage, consideration of priority and within budget allocation to ensure the safety of the hirer and community members		100%	100%		
Reduce number of complaints against Council's buildings		10% reduction Annually	75%		 A reduction of 75% in complaints has been achieved.

Depots – Manager, Buildings and Depot

Service Update			Issues and Setbacks		
Scheduled fleet maintenance has commenced, increasing efficiency and reducing down time of assets. This ongoing commitment to maintenance will improve the capacity of Council to service the areas of waste collection, road cleanliness, city presentation and parks maintenance.			There are delays with the delivery of new plant, equipment and lease back vehicles from suppliers and increases in fuel costs due to the temporary fuel excise cut, global supply issues and increase in fleet size.		
Sub Service	Actions	Status	Progress Update		
Depot Operations	<ul style="list-style-type: none"> Undertake rolling scheduled preventative maintenance to ensure compliant, safe, and functional Depots Undertake reactive works in a timely manner to ensure compliant, safe, and functional Depot Operations 		Scheduled compliance maintenance and reactive maintenance have been completed, providing safe and functional Depots. The Renewal Program is underway with the disposal of 34 former fleet items and the delivery of 15 new fleet items, including two electric light vehicles.		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Percentage of non compliance/safety issues rectified within recommended timeframes		95%	100%		

City Maintenance - Manager, City Maintenance

Service Update			Issues and Setbacks		
Council has continued to deliver the Regional and Local Roads Repair Grant works, with the \$6.7M Program nearing completion.					
Sub Service	Actions	Status	Progress Update		
Cleansing	<ul style="list-style-type: none"> Undertake ongoing cleansing programs across the public domain areas including litter patrols, graffiti removal, gross pollutant trap cleaning and maintenance, creek cleaning and mechanical street sweeping of town centres, residential and industrial areas 		<p>Cleansing schedules have been maintained:</p> <ul style="list-style-type: none"> 44,605 km of streets swept 1,080 stormwater pits cleaned 449 litter patrols undertaken 145 instances of graffiti removed 1,274 potholes repaired. <p>There have been short term delays with creek cleaning at some locations, however this is being rectified through updated procurement processes.</p>		
Public Infrastructure	<ul style="list-style-type: none"> Deliver the Footpath Maintenance Program Undertake maintenance program for footpath and roadways Undertake roadway surface condition audits through Council's Road Service Contract, and using data collected to create maintenance schedules 		<p>Council's Footpath and Road Maintenance programs are underway and on track to be completed within the financial year.</p> <p>A Road Surface Condition Audit has been completed and the findings will be used to plan Council's future Road Maintenance Program.</p>		
Streetscapes	<ul style="list-style-type: none"> Deliver the Streetscapes Maintenance Program and Verge Mowing Program Deliver Council's Public Street Trees Program including inspection, assessment, and maintenance 		<p>Council's Streetscape Maintenance Program is ongoing, focusing on rejuvenating planted garden beds in nominated areas.</p> <p>The Verge Mowing Program has remained on schedule with minor adjustments to accommodate weather interruptions.</p> <p>Council's Public Street Tree Program has been implemented.</p> <ul style="list-style-type: none"> 1,359 requests received. 1,341 trees inspected. 47 new trees planted 		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Number of kilometres of streets swept		Average 700km per month	7,434.17		 Improved result due to the purchase of two additional vehicles and Council's coordinated waste disposal efforts allowing for more streets being swept.
Number of stormwater pits cleaned		Average 80 pits per month	180		 Improved scheduling procedures allowed for more regular visits.
Roadway surface condition audit undertaken		1 per year	1		
Number of times verge mowing scheduled cycle is completed		10 cycles completed per year	50%		 Five cycles completed.
Pothole response time		Within 3 days	2.48		
Night cleansing of town centres		7 times per week	98.76%		

Open Spaces - Manager, City Open Spaces

Service Update		Issues and Setbacks			
<p>Council has delivered renovations to specific sporting fields, golf courses and nature reserves, in addition to the general maintenance of our passive parks and playground inspections.</p> <p>Council has seen an increase in liaison meetings and community garden events, which included the opening of the Pemulwuy Community Garden.</p>					
Sub Service	Actions	Status	Progress Update		
Open Space Maintenance	<ul style="list-style-type: none"> Undertake scheduled works to ensure compliant, safe and functional open spaces including bushland, parks and sports fields Undertake reactive works to ensure compliant, safe and functional open spaces including bushland, parks and sports fields Carry out routine inspections and maintenance repairs to playgrounds 		<p>Several sports field renovations have been carried out, including hybrid turf being installed in high wear areas, topdressing and fertilising to encourage new growth.</p> <p>Our bushland areas continue to be maintained with listed bushfire prone areas being slashed, reducing the risk of fires, whilst providing ease of access for our local fire fighters in case of an emergency.</p> <p>All playgrounds are regularly inspected and repaired, ensuring compliance.</p>		
Recreation and Sport	<ul style="list-style-type: none"> Engage, coordinate and support sporting clubs to adequately utilise Council's assets Increase volunteers and administer Bushland Program Increase membership and administer community garden programs at Merrylands and Wentworthville 		<p>Sporting clubs have now been provided with the sports portal. This portal provides a central location of information related to sportsgrounds, ensuring sports clubs are engaged and supported throughout the season.</p> <p>The number of active bushland volunteers has declined throughout this period. Social media campaigns have commenced, promoting volunteering opportunities to increase the number of volunteers.</p> <p>Merrylands Community Garden has 100% attendance. Community members have been working together providing a great community atmosphere. Wentworthville Community Garden is also doing extremely well, holding their annual Open Day in October, with a large number of people attending the event.</p>		
Premium Facilities	<ul style="list-style-type: none"> Undertake scheduled works to ensure compliant, safe and functional premium facilities Undertake reactive works to ensure compliant, safe and functional premium facilities Enhance quality and usability of nature reserves and gardens 		<p>Council has provided a high standard across multiple sites, ensuring the quality of our nature reserves.</p> <p>The Cherry Blossom Festival event held at Auburn Botanic Gardens was sold out daily. The introduction of a ticketed timeslot allowed users to freely walk the gardens.</p> <p>Positive feedback was received from park users.</p>		
Golf Courses	<ul style="list-style-type: none"> Undertake scheduled works to ensure compliant, safe and functional golf courses Undertake reactive works to ensure compliant, safe and functional golf courses Improve golf course condition 		<p>Scheduled maintenance work continues to be undertaken at Councils golf courses, ensuring sites are safe, functional and compliant.</p> <p>The standard of Councils two golf courses has improved over recent months, with several capital works taking place, including new tee and green designs, along with drainage installation on holes 11,16 and 17 at Woodville Golf Course, which will further enhance the quality and playability for golfers.</p> <p>Another successful Pro Am was held at Woodville Golf Course, attracting positive feedback.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Undertake scheduled maintenance works to ensure compliant, safe and functional open spaces including bushland, parks and sports fields		>90% completion	98.17%		
Maintain high level of utilisation rate of Council's sporting venues during key seasonal periods		>90% utilisation	90.78%		
Undertake scheduled works for golf courses to ensure compliant, safe and functional open spaces including bushland, parks and sports fields		>90% completion	93.67%		
Number of attendees at Council's golf courses		60,000 annually	34,189		

Ranger Services - Manager, Waste and Ranger Services

Service Update		Issues and Setbacks			
Council provides regulatory compliance services across Cumberland to ensure a safe and clean environment.					
Sub Service	Actions	Status	Progress Update		
Ranger Services	<ul style="list-style-type: none"> Conduct patrols across the Cumberland area for stray and escaped animals Process the removal of abandoned vehicles from roadways Monitor local load limited roads to ensure road safety and the protection of Council assets Investigate illegal dumping of rubbish Investigate private property on land that is overgrown with vegetation and take action to return it to a safe/healthy condition Monitor building sites for out of hours operations and ensure erosion and sediment controls are in place Patrol parks and open spaces to manage their proper use 		<p>Registration of companion animals into the NSW Companion Animal Database has been undertaken ensuring lost animals are returned to their owners in a timely manner and reducing the holding period at Council's animal impound facility.</p> <p>86% of the received 1,765 companion animals' registrations received were completed within one week of receipt.</p> <p>Council investigated 1,773 instances of abandoned vehicles of which 77 were impounded.</p> <p>87 patrols of load limited roads were undertaken resulting in 35 penalty notices being issued.</p> <p>115 instances of illegal dumping of waste were investigated.</p> <p>305 inspections of overgrown vegetation were conducted.</p> <p>134 locations were inspected as part of Council's Sediment and Erosion Control Program.</p>		
Parking Patrol	<ul style="list-style-type: none"> Enforce parking zone restrictions to ensure compliance with Road Rules 2014 maintaining access to safe parking for road users throughout Cumberland City Expansion of license plate recognition technology (LPR) for parking enforcement across 5 town centres. 		<p>During each school term, Council provided daily patrols at school zones throughout the Council area to ensure the safety of school children.</p> <p>Enforcement of 1,075 heavy vehicles overstaying time restrictions in residential streets was undertaken.</p> <p>Parking Patrol License Plate Recognition technology (LPR):</p> <ul style="list-style-type: none"> Council's Parking Officers continue to use the LPR technology to monitor on-street parking in the Auburn and Merrylands town centres. Work is continuing to integrate current enforcement software to automate the issuing of penalty infringement notices. Signage mapping has been completed for Auburn, Merrylands, Lidcombe, Guildford, and Granville town centres. Installation of the upgraded LPR camera/slim-line light bar on the new electric vehicle is complete and technical programming of the camera equipment is being finalised. 		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Percentage of regulatory actions completed within the specified service standard timeframe		>80%	94%		 4,699 regulatory actions and inspections received with 4,402 completed within service standard timeframes.
Percentage of parking related complaints attended to within 7 days		>90%	99%		 3,929 parking related complaints received with 3,890 completed within 7 days.
Local load limited road enforcement		24 patrols per quarter	44 per quarter		 87 patrols completed.
Abandoned vehicle requests to be completed		Resolved within 28 days	92%		 1,773 abandoned vehicle requests received with 1,639 resolved within 28 days.

Waste Services – Manager, Waste and Ranger Services

Service Update		Issues and Setbacks			
<p>Council delivered services for the daily collection of parks and street litter bins, the removal of illegally dumped rubbish from public spaces and have provided commercial waste services to 131 businesses within Cumberland City.</p> <p>Collection of illegally dumped rubbish successfully transitioned to an in-house service.</p>					
Sub Service	Actions	Status	Progress Update		
Domestic Waste Services	<ul style="list-style-type: none"> Manage Council's contract for collection of domestic waste, recyclables, and garden organics services Manage Council's contract for the provision of kerbside clean-up services Collect bulk clean-up services in specified multi-unit dwellings Collect illegally dumped rubbish Implement Council's Illegally Dumped Rubbish Management Program 		<p>Council has delivered uninterrupted garbage, recycling, garden organic and household clean-up services.</p> <p>These services have resulted in a monthly average of:</p> <ul style="list-style-type: none"> 5,144 tonnes of general waste 828 tonnes of recyclables 584 tonnes of organic waste 565 tonnes of household clean-up waste. <p>Ongoing management of the Domestic Waste Collection contract with monthly contract management meetings conducted with Council's contractor to monitor contract performance.</p>		
Commercial Waste Services	<ul style="list-style-type: none"> Undertake efficient collection services of commercial waste to increase customer base 		Council provided a commercial waste service to 131 business.		
Street and Park Waste Services	<ul style="list-style-type: none"> Service street and park waste bins across Cumberland City based on the agreed service levels 		<p>3,613 reports of illegally dumped rubbish have been collected with an average of 116 tonnes of dumped waste collected per month.</p> <p>115 illegal dumping reports were referred and investigated by Council's Rangers.</p> <p>Council provided a waste collection for 1,020 street and parks litter bins, ensuring bins are emptied on schedule to ensure availability for litter disposal.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Percentage of missed domestic waste service collections		Below 0.1%	0.168%		 Collections undertaken: <ul style="list-style-type: none"> 2,233,394 general waste (red lid) bins 1,084,528 recycling (yellow lid) bins 424,138 organic (green lid) bins 24,847 household clean-ups 6,175 services missed.
Percentage of kerbside clean-up services completed on the day of booking		98%	98.59%		 Kerbside clean-up service collected an average of 196 collections per scheduled service day.
New bins provided within 5 days of request		97%	98.81%		 On two occasions delays were experienced when ordering new 660ltr bins through Council's supplier.
Number of complaints for missed street litter bin collections		< 5 per six months	4		 Four complaints were received in relation to overflowing street and park litter bins. Investigations found blocked bin openings.
Number of resident reported incidents of illegally dumped rubbish		A decrease in the number (percentage) of resident reported incidents compared to the previous year	11.06%		 62.32% of all reports of illegal dumping were submitted by residents, down from 73.37% for the same period in 2022-2023.

Development Programs – Manager, Environmental Health and Development Programs

Service Update		Issues and Setbacks			
Council monitoring of large construction sites and enhanced procedures for addressing customer enquiries related to unauthorised developments has resulted in improvements to acknowledgment and response times for customers.					
Sub Service	Actions	Status	Progress Update		
Development Programs	<ul style="list-style-type: none"> Undertake inspections and regulatory enforcement actions in accordance with Council's adopted Compliance and Enforcement Policy and Operational Guidelines Undertake the Fire Safety Program to ensure fire safety across buildings in Cumberland Collaborating with NSW Department of Customer Services to work through the Project Remediate Program ensuring all buildings with combustible cladding adhere to appropriate regulations Inspect privately owned swimming pools for compliance with legislation 		<p>Council addressed all enquiries received and implemented suitable enforcement measures.</p> <p>Council is actively inspecting buildings to ensure compliance with relevant fire safety requirements, communicating with NSW Department of Customer Service with regards to any fire safety related complaints.</p> <p>Council continues its Fire Safety Program, assessing all Annual Fire Safety Statements received.</p> <p>All swimming pool safety related enquiries received were investigated.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Increase in number of Annual Fire Safety Statements received		Increase previous year by 20%	33%		 1,460 Annual Fire Safety Statements received, an increase of 363 received compared to the same period in the previous year.
Commence regulatory action initial investigations		Within 30 working days	100%		 1,466 regulatory action initial investigations commenced.
Commence swimming pool compliance initial investigation		Within 7 working days	100%		 71 swimming pool compliance initial investigations commenced.

Environmental Health – Manager, Environmental Health and Development Programs

Service Update			Issues and Setbacks		
Council delivered a high level of customer service and professionalism while conducting inspection programs ensuring the safety and health of the Cumberland community.			The Employment market for experienced Environmental Health officers remains tight.		
Sub Service	Actions	Status	Progress Update		
Environmental Health Programs	<ul style="list-style-type: none"> Undertake inspections to ensure food safety and public health surveillance including the Food Safety Surveillance Program, the Skin Penetration Program, and the Legionella Surveillance Program 		<p>Council has undertaken:</p> <ul style="list-style-type: none"> 416 Food Shop Inspections 44 Food Shop Re-Inspections 34 Cooling Tower Inspections. <p>In addition, Council investigated and resolved 656 customer enquiries.</p> <p>Skin penetration is yet to be started and will commence in February 2024.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Number of food safety surveillance inspections completed		1,048 annually	40%		 416 food inspections completed.
Number of skin penetration premises inspections completed		71 annually	0%		 Skin Penetration Program will commence in February 2024.
Number of water-cooling systems premises inspections completed		131 annually	25%		 34 inspections of premises with regulated systems were undertaken. These inspections are carried out in the warmer months of the year.

ENVIRONMENT AND PLANNING

Place and Engagement – Coordinators Community Engagement and Communications, Economic Development, Place Liaison and Activation and Principal Smart Places Officer			
Service Update		Issues and Setbacks	
<p>Council has experienced growth in community consultation and place-based activations and projects.</p> <p>The newly endorsed Smart Places Strategy has added an exciting addition in place making with the introduction of, Internet of Things (IoT) technology, smart furniture as well as exploration of community programs.</p> <p>This has been met with enthusiasm by key stakeholders including the Greater Cumberland Chamber of Commerce and industry partners including the Australian Smart Cities Association.</p>			
Sub Service	Actions	Status	Progress Update
Community Engagement	<ul style="list-style-type: none"> Implement actions from the Community Engagement Strategy Increase engagement visibility through community pop up stalls at Council or community events, as well as regular project engagement updates through Council's Have Your Say webpage 		<p>Council has progressed with actions from the Community Engagement Strategy, specifically:</p> <ul style="list-style-type: none"> Objective 1: Build capacity: Council are now corporate members of the International Association for Public Participation (IAP2) Objective 4: Continuous Improvement: Council is exploring new and innovative ways to engage with the community, this includes the addition of map images and flick through document tools on the Have Your Say platform as well as the use of iPads for live surveying in face-to-face engagement. <p>Council's Have Your Say platform has reached a total of 2,700 registered users accompanied by 173,625 total unique visitors.</p> <p>There has been an increase of pop-up stalls with most consultations having an element of face-to-face pop-up stalls and drop-in sessions.</p> <p>This includes:</p> <ul style="list-style-type: none"> 54 projects exhibited on consultation 26 pop up consultations and drop in sessions. <p>Monthly podcast has been ongoing with an increase in listeners.</p>
Place Making and Activation	<ul style="list-style-type: none"> Investigate and plan for a range of place activations in each ward to support new and existing business, encourage use of local centres and increase town centre vibrancy 		<p>Council conducted audits of town centres and local shopping precincts and put together activation typologies across all wards.</p> <p>Council conducted five place activations, which has seen significant attendance, these include:</p> <ul style="list-style-type: none"> Merrylands Civic Square Opening – August 2023 Let's Dance Activation – September 2023 Pemulwuy Community Garden Opening - October 2023 Schools Spectacular – November 2023 Christmas Night Market – December 2023.
Economic Development	<ul style="list-style-type: none"> Promote and enable growth of local employment and attract businesses to Cumberland through events, workshops and partnerships with the Local Chamber of Commerce and other agencies/stakeholders Undertake face-to-face business audits in local shops and centres Develop and strengthen effective partnerships with universities, TAFEs, schools, and key locally based organisations to nurture local skill development, promote local job pathways and grow businesses 		<p>To promote and enable growth of local employment, Council facilitated the following events:</p> <ul style="list-style-type: none"> Implementation of two, Try a Trade events One Small Business Month event in October 2023. <p>Three Business Town Centre audits and reports have been created and are part of the ongoing Town Centre Audit Program in 2024.</p> <p>Ongoing meetings and partnerships have been established with universities, TAFEs, schools, and key locally based organisations to nurture local skill development, promote local job pathways and grow businesses. These partnerships have assisted in sourcing of grant funding, joint projects as well as partnerships in Council's business and economic development programs.</p>

Smart Places	<ul style="list-style-type: none"> • Deliver the Granville Smart City actions • Commence delivery of the Cumberland Smart Places Strategy and Action Plan 		<p>Granville Smart City action are on track with exploration of data monitoring, connection to Park n Pay and upcoming open data platform.</p> <p>Smart Places Strategy has commenced, with three items currently close to completion, these include:</p> <ul style="list-style-type: none"> • Provide additional access to digital Council services by trialing portable earpiece translation • Trial the use of virtual engagement rooms to support consultation approaches • Use of smart technology in Safer Cities: Her Way Program. 		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Progress place making, activations and economic development activities in accordance with approved program	100%	100%		<p>Council has delivered three major Economic Development programs, including:</p> <ul style="list-style-type: none"> • Acceler8 Cumberland Small Business Month – October 2023 • Try a Trade Discovery Day – September 2023 • Try a Trade Connecting Women to Trade – November 2023. <p>Council also facilitated and supported:</p> <ul style="list-style-type: none"> • Service NSW Business Connect provision of advisory services to local businesses • Two Local Employment facilitation programs with Workforce Australia • Women in Aviation Careers Program. <p>Council has conducted Town Centre economic analysis audits in:</p> <ul style="list-style-type: none"> • Berala • Regents Park • Guildford. <p>Council has progressed with public domain upgrades, public art and place making improvements in Guildford as part of the Safer Cities: Her Way Program.</p> <p>Council has delivered the, Feast Up Fridays, activation every Friday in November 2023 to support the community consultation for the Westmead South Masterplan.</p>	
Number of community engagement activities	12 annually	16		<p>Council has significantly increased the number of face-to-face consultations through pop up events.</p>	
Increase engagement subscriptions and views on Council's engagement portal from previous year	5% increase	11%		<p>Council's Electronic Direct Mail (EDM) has been a large driver of the growth in expanding the Have Your Say (HYS) platform, as well as the inclusion of sports portals for direct two-way communication between Council and sporting groups.</p> <p>Additionally, the EDM has proven an effective way to promote Council's consultations and exhibitions.</p>	

Strategic Planning – Coordinator, Urban Strategy and Planning

Service Update		Issues and Setbacks			
Council undertook six public exhibitions. This has supported delivery of the Heritage Planning Proposal and Strategic Planning Work Program for 2023-2024 endorsed by Council.					
Sub Service	Actions	Status	Progress Update		
Strategic Planning	<ul style="list-style-type: none"> Progress the Woodville Road Corridor Strategy and Planning Proposal Progress the Westmead Master Plan and Planning Proposal Finalise and implement the finding of the Local Shops Study Progress the Local Environment Plan (LEP) and Cumberland Development Control Plan (DCP) housekeeping review Respond to NSW Government and other agencies through submissions, advocacy and cross council/agency working groups Collaborate with the Greater Cities Commission and relevant councils on the new Regional and District Plans Actively engage and create partnerships to advocate Council's position on affordable housing and the needs for Cumberland City Engage in partnerships and undertake further work on how to increase the supply of affordable housing with stakeholders such as Southern Sydney Regional Organisation of Councils (SSROC), Western Sydney Regional Organisation of Councils (WSROC), Resilient Sydney, other councils and other relevant agencies Implement actions in the Affordable Housing Policy and Strategy Finalise the Walking and Cycling Strategy 		<p>Council has commenced the draft Woodville Road Corridor Strategy and Planning Proposal. Expected to be reported to Council in the first half of 2024.</p> <p>The draft Westmead Master Plan was publicly exhibited throughout late 2023 with 10 face-to-face engagement sessions. Council is now in the process of reviewing the submissions and working on incorporating these plans into formal planning controls.</p> <p>The draft Local Shops Study was exhibited in October 2023, with the Burnett Street Neighbourhood Centre Planning Proposal progressing to Gateway Determination.</p> <p>Council continues to collaborate with the Department of Planning, Housing and Infrastructure on the status and timing of regional and district plans. However, due to the recent restructure within the Department of Planning, Housing and Infrastructure and the dissolution of the Greater Cities Commission, the regional and district plans are yet to be published by the State Government for comments.</p>		
Heritage	<ul style="list-style-type: none"> Deliver the Heritage Grants and Awards Program Progress the Heritage Planning Proposal 		<p>Heritage Rebates applications have been notified of the outcome.</p> <p>The Heritage Planning Proposal was reported by Council on 6 December 2023. This report received support to proceed with a refined list of new items.</p>		
Performance Indicators – Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Progress strategic planning activities in accordance with approved program		100%	50%		
Compliance with meeting schedule for Heritage Committee meetings		4 held annually	2		

Development Management – Coordinators, Major Development Assessment, Building Assessment, Fast Track Development Assessment, Development and Building Systems

Service Update		Issues and Setbacks			
Council determined 142 development applications in less than 40 days.					
Sub Service	Actions	Status	Progress Update		
Development Assessment	<ul style="list-style-type: none"> Undertake assessment and determination of development applications, private tree applications and subdivision certificates Respond to NSW Government initiatives 		In the reporting period, Council determined: <ul style="list-style-type: none"> 602 development applications 180 tree applications 92 subdivision certifications. Council has been ensuring that it responds to the NSW Government initiatives and any legislative changes introduced.		
Planning Panels	<ul style="list-style-type: none"> Coordinate Planning Panel meetings 		The Cumberland Local Planning Panel (CLPP) has been operating in accordance with the schedule set by the Department. The CLPP has determined 12 applications.		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Development Application median processing times		86 days	77		
Development Application percentage determined <=90 days		50%	59%		
Tree Application processing times		30 working days	100%		 180 tree applications were received and completed within 30 working days.
Subdivision Certificate Application processing times		60 working days	37%		 92 applications determined with 34 applications completed on time with an average of 80 days to complete. The delays in subdivision certificate assessment can be attributed to incomplete information submitted at lodgement. This has been rectified by introducing a subdivision certificate checklist.
Compliance with meeting schedule for Cumberland Local Planning Panel meetings		11 held annually	4		

Engineering and Building – Coordinator Building Assessment, Executive Engineers Stormwater and Infrastructure Design and Traffic and Transport

Service Update		Issues and Setbacks	
Council progressed a range of design proposals and various planning and/or design studies including: <ul style="list-style-type: none"> Wentworthville Public Domain Design Pippita Rail Trail Duck River Flood Study 			
Sub Service	Actions	Status	Progress Update
Stormwater	<ul style="list-style-type: none"> Progress the preparation of the Duck River Flood Study Monitor flood patterns in Cumberland and undertake refinements to existing flood studies and mapping as required 		Duck River Flood Study procurement process completed. Inception meeting completed and project on track to be completed by the end of 2024 calendar year. Council is continuing to review current flood information to ensure reliable data is provided to the Cumberland City.
Traffic and Transport	<ul style="list-style-type: none"> Liaise with transport agencies on strategic traffic and transport matters Develop projects for the Black Spot Program Undertake plans and studies to support alternate sustainable forms of transport throughout Cumberland Undertake assessment of traffic issues and report to Cumberland Local Traffic Committee (CTC) 		Continued to liaise with Transport for NSW (TfNSW) on State projects including: <ul style="list-style-type: none"> Sydney Metro works Westmead. Active Transport projects include: <ul style="list-style-type: none"> Pippita Rail Trail Project. By maintaining a relationship with TfNSW, it ensures Council can positively advocate the interest of the community. Investigations have been undertaken for Blackspot and Active Transport projects, resulting in the submission of nine grant funding applications. Provided technical input on Council's Walking and Cycling Strategy to ensure sustainable forms of transport are available throughout Cumberland. Completed investigations for road safety issues and 97 reports were presented to the CTC.
Infrastructure Design	<ul style="list-style-type: none"> Undertake design work for public domain and town centres Undertake design work for traffic, transport, stormwater and flood management Complete timely design works for approval and construction for Capital Works and Black Spot Program 		Design work has commenced for 2024-2025 traffic and potential grant funded projects related to the Blackspot and Get Active NSW Program. Wentworthville Public Domain concept plans have undergone further development and community engagement activities have been carried out. Detailed design work is scheduled to commence in January 2024.
Building Assessment	<ul style="list-style-type: none"> Undertake assessment and determination of building assessment certificates including Construction Certificates, Building Information Certificates, Occupation Certificates and Complying Development Certificates 		Council assessed and determined the following certificates: <ul style="list-style-type: none"> Five Construction Certificates 51 Building Information Certificates 15 Occupation Certificates One Complying Development Certificate.

Performance Indicators - Measures	Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Work within Road Reserve Application processing times	15 working days	77%		⚠️ 148 applications received with 114 applications completed within 15 working days.
Rock Anchors and Street Drainage Application processing times	15 working days	75%		⚠️ 12 applications received with nine applications completed within 15 working days.
Road Occupancy Application processing times	15 working days	100%		✅ 204 applications received and completed within 15 working days.
Driveway Application processing times	15 working days	88%		⚠️ 598 applications received with 526 applications completed within 15 working days.
Compliance with meeting schedule for Cumberland Local Traffic Committee Meetings	5 held annually	3		✅
Occupation Certificate processing times	20 days	29%		⚠️ 15 applications received with four applications completed within 20 days. One application cancelled.
Complying Development Certificate processing times	20 days	0%		⚠️ One application received with nil completed within 20 days.
Building Information Certificate processing times	90 days	40%		⚠️ 51 applications received with 20 applications completed within 90 days. One application cancelled.
Construction Certificate processing time	20 days	25%		⚠️ 5 applications received with one application completed within 20 days. One application withdrawn. Longer processing times due to excessive requests for information to ensure conditions are met satisfactorily.

Environment Programs – Senior Coordinator, Environment and Resource Recovery

Service Update		Issues and Setbacks	
<p>Council successfully completed several Environment and Resource Recovery programs, including:</p> <ul style="list-style-type: none"> Food Organics Garden Organics (FOGO) Stage 1 Trial Keep it Clean; Put it in the bin - Litter Management Program Wategora Reserve Restoration Project Conclusion of Waste and Resource Recovery Strategy 2018-2023 Installation of seven energy efficient heat pumps at Council facilities 1,000 Trees for Cumberland Program completed. 			
Sub Service	Actions	Status	Progress Update
<p>Environmental Strategy and Programs</p>	<ul style="list-style-type: none"> Implement relevant year actions in the Waste and Resource Recovery Strategy, Biodiversity Strategy, the Sustainability Action Plan and the Urban Tree Strategy Review and update Waste and Resource Recovery Strategy Implement relevant year actions in the Asbestos Management Framework LED Lighting Upgrade Project 		<p>Implemented actions within the Waste and Resource Recovery Strategy:</p> <ul style="list-style-type: none"> Conducted 10 workshops to the community and local schools on waste and resource recovery engagement attended by 383 people Household chemicals clean out with 220 cars attending with six tonnes diverted from landfill Kitchen 2 Gardens compost bag giveaway has commenced. 800 houses signed up with 1,300 bags given away Illegal dumping blitz was conducted on St Ann Street, Merrylands Undertake Stage 1 Trial for Food Organics Garden Organics (FOGO). <p>Implemented actions within the Biodiversity Strategy:</p> <ul style="list-style-type: none"> The launch of Council's Native Bird Program, 15 registrations and first bird walk conducted Continuation of Council's Native Bee Program. 12 registrations, one morning tea and 10 hives given to participants Wategora Reserve Grant Completed. Conducted bush regeneration works in Wategora Reserve as part of grant funding received from Local Land Services Continued monitoring of ibis populations as part of the Ibis Management Plan, with ibis non-breeding season surveys. This information has been updated on council's mapping system for future monitoring and management. <p>Implemented actions within the Sustainability Action Plan, including:</p> <ul style="list-style-type: none"> Development of Council Heat Smart Plan Development of Draft Electric Vehicle Charging Policy and Guidelines Initiating the Energy Savings Scheme by NSW Government with the installation and replacement of old hot water systems with seven new, efficient heat pumps at Council facilities Water meter audit across Council facilities Hosting Annual Schools Sustainability Expo in October 2023, where 600 students attended over two days. <p>Implemented actions within the Urban Tree Strategy:</p> <ul style="list-style-type: none"> Free Plant giveaway providing 500 plants given to residents National Tree Day event held at two sites with 210 volunteers Final 335 street trees planted as per of the Greening our City grant Development of Geographic Information System (GIS) mapping of street tree planting locations across Westmead and South Wentworthville. 3,855 potential planting locations identified. <p>Implemented actions within the Asbestos Management Framework, including:</p> <ul style="list-style-type: none"> Incorporating asbestos awareness training through Cumberland City's internal training platform for all new starters Imbedding Asbestos assessments into WHS risk assessments Promotion of asbestos awareness through National Asbestos Awareness month and on-going social media posts Update of Council's Geographic Information System for details of contaminated land Development of Environmental Management Plans for identified significantly contaminated sites. <p>Council collaborated with Endeavour Energy and Ausgrid to undertake a LED streetlighting upgrade. Endeavour Energy replaced LED streetlights at 600 identified locations, while Ausgrid replaced 1,500 units.</p>

Performance Indicators - Measures	Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Number of inspections completed as part of the Bin Inspection Program to better implement the Contamination Management Plan	10,000 bins annually	8,222		✓
Number of development referrals assessed for waste management within the 14-day timeframe	100% compliance	97%		✓
Tonnes collected from bookings for the Asbestos Collection Program	6 tonnes annually	0.86		✓ Types of asbestos collected were lighter than expected. In addition, the Program has been in pace for many years and utilisation is lower than usual
Number of mobile problem waste collection bookings	3,200 bookings annually	1,379		✓
Tonnes of problem waste collected	80 tonnes annually	35.1		✓
Number of litter prevention events held	2 litter prevention events annually	1		✓

Planning Systems – Coordinator, Planning Systems

Service Update			Issues and Setbacks		
Progressed Planning Proposals and Planning Agreements to support development in Cumberland.					
Sub Service	Actions	Status	Progress Update		
Planning Proposals	<ul style="list-style-type: none"> Deliver assessment of site specific and proponent-initiated Planning Proposals 		One proponent-initiated site-specific Planning Proposal was reported to the Cumberland Local Planning Panel and Council: <ul style="list-style-type: none"> 25 South Parade, Auburn. One proponent-initiated site-specific Planning Proposal issued with Gateway Determination: <ul style="list-style-type: none"> 2-10 Victoria Street East, Lidcombe. 		
Voluntary Planning Agreements (VPA)	<ul style="list-style-type: none"> Negotiate and implement Voluntary Planning Agreements (VPA) associated with Planning Proposals Negotiate and implement Works in Kind Agreements (WIKAs) associated with Planning Proposals 		One Voluntary Planning Agreement variation associated with a finalised Planning Proposals has been executed: <ul style="list-style-type: none"> 1A and 1B Queen Street, Auburn. One Works in Kind Agreements associated with Planning Proposals have been executed: <ul style="list-style-type: none"> 220-224 Pitt Street, Merrylands. 		
Contribution Plan Administration	<ul style="list-style-type: none"> Deliver ongoing administration and financial management of the Local Infrastructure Contribution Plans Audit and acquit Voluntary Planning Agreements, Works in Kind Agreements (WIKAs) and bonds 		All actions related to the administration of Council's Contribution Plans have been managed in accordance with legislative requirements. Nil VPA's or WIKAs have been acquitted.		
Planning Certificates	<ul style="list-style-type: none"> Prepare and issue planning certificates Prepare and issue flood advice letters Update planning certificates in response to changes to regulation and policies 		3,145 Planning Certificates have been processed. 240 flood advice letters have been processed. Planning certificates template and its supporting data, such as Geographic Information System mapping and land affectations for land parcels have been updated to align with changes in regulations, policies and environmental planning instruments.		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Progress planning system activities in accordance with approved program		100%	100%		 Progressed existing planning proposals.
Planning Proposal processing times as per State guideline		100%	100%		
Planning Certificate processing times		5 working days	100%		 3,145 Planning Certificates received and completed within 5 working days.
Flood Advice Letter processing times		10 working days	100%		 240 Flood Advice Letters received and completed within 10 working days.

Public Spaces Planning and Design – Executive Manager, Environment and Planning Systems

Service Update			Issues and Setbacks
<p>Cumberland City has successfully secured funding through the Investing in Our Communities Program for the implementation of Stage 2 works of the Phillips Park Masterplan.</p> <p>The planning and design of 13 improvement project have been completed, including:</p> <ul style="list-style-type: none"> • Alderson Park Upgrade • Pitt Park Upgrade • Auburn Park Extension and Basketball Court Improvements • Purdie Lane Amenities Upgrade • Jack and Jill Reserve Playspace Upgrade • Norman Park Upgrade • Dudley Street Reserve Playspace Upgrade • Darmania Avenue Park Playspace Upgrade • Kulgun Reserve Playspace Upgrade • Colquhoun Park Playspace Upgrade • Central Park Playspace Upgrade • Leawarra Reserve Playspace Upgrade • Bathurst Street Park Tennis and Netball Amenities Upgrade. 			
Sub Service	Actions	Status	Progress Update
Open Space and Recreation Strategy	<ul style="list-style-type: none"> • Undertake priority actions identified in the Cumberland Open Space and Recreation Strategy 		<p>Council progressed actions from the Open Space and Recreation Strategy, including:</p> <ul style="list-style-type: none"> • Consultation on Town Centre Public Domain Plans for Guildford, Merrylands and Regents Park • Development of Sports Surfaces Action Plan to guide resourcing and improve quality of sportsgrounds and courts.
Recreation and Community Facilities	<ul style="list-style-type: none"> • Undertake priority actions identified in the Community Facilities Strategy • Progress WestInvest projects in accordance with grant requirements 		<p>Council lodged a Development Applications (DA) for new community facilities for Girraween Park, to provide additional community space in the Girraween and Toongabbie area.</p> <p>Progressing the planning and design of the Auburn Basketball Centre of Excellence – Stage 2.</p>
Plans of Management	<ul style="list-style-type: none"> • Ensure all relevant plans of management are up to date and implemented • Undertake priority actions identified in the Plans of Management Program 		<p>Three Plans of Management have been completed and adopted, including:</p> <ul style="list-style-type: none"> • General Community Use • Granville Park • Marrong Reserve. <p>Following the guidelines specified in the Lakewood Plan of Management, a Community Garden facility has been successfully implemented and is now accessible to the public.</p>
Local Spaces and Places Program	<ul style="list-style-type: none"> • Undertake all relevant planning and design actions within the Local Spaces and Places Program • Progress WestInvest projects in accordance with grant requirements 		<p>10 construction projects have been completed including:</p> <ul style="list-style-type: none"> • Maunder Reserve Upgrade • Ruth Street Park Upgrade • Grandin Park Playspace Upgrade • Fraser Park Playspace Upgrade • Pemulwuy Community Garden • Bukhari Reserve Seating Project • Hyland Road Men's Shed Access Works • Kurung Reserve Dog Off-Leash Area • Chisholm Road Reserve Playspace Upgrade • Karabi Reserve Playspace Upgrade. <p>Five Masterplan projects are currently in progress including:</p> <ul style="list-style-type: none"> • Civic Park (implementation) • Phillips Park (implementation) • Coleman Park • Chadwick Reserve • Lytton Street Park.

			<p>Planning and design is underway for:</p> <ul style="list-style-type: none"> • Kibo Reserve Upgrade • New Glasgow Park Half Basketball Court • Prospect Hill Path to Lookout • Nemesia Street Park Upgrades • Duck River Regional Playground • Canal Road Park Upgrade • Dirrabari Reserve New Amenities • Lidcombe Remembrance Park Upgrade. <p>Three Local Playspace projects are in design phase:</p> <ul style="list-style-type: none"> • Whyman Reserve Playspace Upgrade • Munro St Reserve Playspace Upgrade • M J Bennett Reserve Playspace Upgrade.
Strategic Corridors	<ul style="list-style-type: none"> • Undertake all relevant planning and design actions within the Strategic Corridors Program • Continue with the implementation of the Prospect Pipeline Corridor and Duck River Parklands Strategic Masterplans 		<p>Prospect Pipeline Strategic Masterplan implementation continues with planning and design of priority parklets, connecting pathways and gateway entrances to the parkland area. Community consultation for the Canal Road Park project was conducted in late 2023.</p> <p>Duck River Parklands Masterplan implementation continues with planning and design of priority parklets, connecting pathways and gateway entrances to the parkland area. Community consultation for the for the Duck River Regional Playground, Active Transport Link and Parklet projects was conducted in late 2023.</p>

Performance Indicators - Measures	Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Number of strategic actions delivered from the Open Space and Recreation Strategy	3 annually	0		 Actions progressing and on track to be delivered in line with annual target
Number of plans of management completed/updated	2 annually	3		
Number of planning and design projects delivered	10 annually	13		
Number of successful grant applications	2 annually	1		

CORPORATE PERFORMANCE

Bookings and Community Centres – Coordinator, Bookings and Community Centres

Service Update		Issues and Setbacks			
Council successfully launched 40 new programs focusing on community engagement in education, recreation, and sports. The inaugural Spring Fair drew an impressive crowd of over 1,000 attendees. This success will see enhancements to Council's online presence, where features including online registrations and program updates will be provided.					
Sub Service	Actions	Status	Progress Update		
Community Centre Operations	<ul style="list-style-type: none"> Implement Community Facilities Satellite Model including investigating opportunities to staff a Community Centre based at Allan G Ezzy Community Centre in Pemulwuy Implement the Community Facilities Strategy including building relationships with providers, increasing promotion of Council's network of facilities, and increasing the number and range of programs and activities 		<p>The Berala Community Centre remains a one-stop-shop, offering a variety of Council services in a convenient location. Both the Auburn Centre for Community and Guildford Community Centre continue to serve the community with essential services and versatile spaces for gatherings and events.</p> <p>Opportunities to operate the Allan G Ezzy Community Centre at Pemulwuy are currently being investigated.</p> <p>High demand for end-of-year function venue hires prompted promotion by Council on social media, encouraging timely bookings due to quickly filling spaces. Council established a dedicated Community Centre page on its website and promoted through various channels, including newspapers, social media and face-to-face interactions at network promotions.</p> <p>Council expanded its program offerings, responding to the diverse needs of children, families, adults, and seniors. The range and number of programs increased, with a total of 40 different programs delivered across venues.</p>		
Bookings Administration	<ul style="list-style-type: none"> Tennis Courts Booking System Migration Manage booking requests, process booking application, and assess and approve filming and event applications on request 		<p>6,258 booking enquiries and 9,620 booking applications have been processed.</p> <p>15 filming applications and 31 community events applications have been assessed.</p> <p>Utilisation rates have reduced due to required maintenance issues and adverse weather conditions affecting venue availability. Tennis courts have also been out of service due to maintenance.</p> <p>The migration of the Tennis Court Booking system is currently being investigated as we address configuration issues with the system.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Confirmation of bookings applications processed		Within 10 days	99.43%		
Respond to all bookings enquiries within timeframe		Within 48 hours	99.96%		
Assess and approve filming applications within timeframe		Within 10 days	100%		
Assess and approve events applications within timeframe		Within 20 days	93.54%		

Customer Service – Coordinators, Customer Service, Records Management and Complaints and Feedback

Service Update			Issues and Setbacks		
Notable progress has been made in optimising the efficiency of our customer service and records administration processes. The successful introduction of a new cloud-based Customer Service Contact Centre Software has streamlined our procedures leading to substantial improvements.					
Sub Service	Actions	Status	Progress Update		
Records Management	<ul style="list-style-type: none"> Manage Council records including digitisation 		The Procurement process for the Digitisation of Council records is underway with the project expected to be completed by June 2024.		
Customer Experience	<ul style="list-style-type: none"> Undertake annual Customer Satisfaction Survey and produce and publish the Voice of the Customer Report Develop Channel Management Strategy Develop Customer Experience Strategy 		<p>Annual Customer Satisfaction Survey has been completed, and the Voice of the Customer (Customer Experience) Report has been published.</p> <p>Customer Satisfaction and Benchmarking exercises have consistently indicated a rise in customer satisfaction levels, particularly in the area of customer contact within both customer service and records administration.</p> <p>Channel Management and Customer Experience Strategies are both in development.</p>		
Complaints and Feedback	<ul style="list-style-type: none"> Ensure outcomes and resolutions are provided for Tier 1 customer complaints and feedback and provide training for all department upon request 		<p>Quarterly complaint analysis and improvement recommendations reporting were completed, addressing the core issues for complaints and providing corrective actions to enhance change within Council.</p> <p>Timely and effective resolution of customer complaints has been a priority, and valuable feedback is shared with business units to foster continuous improvement and drive positive change.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Correspondence registered within timeframe		Within 8 business hours	100%		 30,791 tasked correspondences registered.
Internal records requests requiring offsite retrieval		Within 48 hours	100%		 408 offsite internal records were requested.
Percentage of customer calls answered in 60 seconds on average		≥ 80%	90%		 74,374 calls were answered.
Percentage of customer service counter service enquiries attended to within 3 minutes		≥ 80%	88.5%		 15,116 customers were served at customer contact centre counters.
Customer contact average wait time		≤ 30 seconds	22s		
Percentage of abandoned calls		≤ 4%	2%		
Webchats answered within 30 seconds of being received		≥80%	94%		 1,688 webchats responses provided.
Customer wait time at counter		≤ 3 minutes	2m 17s		
Percentage of Tier 1 complaints acknowledged in accordance with Council's Compliments and Complaints Management Policy within three days		100%	100%		
Percentage of Tier 1 complaints resolved in accordance with Council's Compliments and Complaints Management Policy within 15 days		100%	98%		 253 complaints were received, with 248 resolved within 15 business days.

Information Technology – Senior Coordinators, Technology Services and Information Systems

Service Update		Issues and Setbacks			
New Wi-Fi infrastructure has been successfully commissioned, contributing to improved connectivity. The Eric Tweedale Change Rooms now feature Wi-Fi connectivity, providing a more connected environment. PA systems have been installed in all Swim Centres, enhancing communication capabilities.					
Sub Service	Actions	Status	Progress Update		
Technology Services	<ul style="list-style-type: none"> Enhance IT Service Management and Technology Roadmap Develop enhanced key performance indicators and security management guidelines for cybersecurity 		<p>A 3-year Cyber Security Strategy has been developed, reinforcing the organisation's commitment to safeguarding digital assets.</p> <p>Security measures have been strengthened with the mandate of Multi-Factor Authentication (MFA) for all users, and the implementation of Single Sign-On for system applications, streamlining access processes. These updates collectively contribute to a more advanced and secure operational environment.</p> <p>The Technology Roadmap is under continuous review.</p> <p>A new Service Management application has been implemented, offering superior incident management and reporting capabilities.</p>		
Information Systems and Data	<ul style="list-style-type: none"> Develop and implement a Data Quality Management Plan as part of the Data Governance Framework Build and maintain GIS infrastructure to implement Smart City and Digital Strategy projects including investigating a mobility solution and interactive self-service maps and themes 		<p>The Data Quality Management Plan has been developed.</p> <p>Interactive mapping solutions have been developed for easy access to geographic information.</p> <p>Integrated Smart City Project datasets into the NSW Digital Twin Platform to display real-time status of Granville Parking and Cumberland Heat Data Loggers have been implemented.</p> <p>Council has completed the initial review of Digital Gazettal Data to deliver Local Planning Control maps digitally via the NSW Planning Portal.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Digital services and online availability 24/7		Nil outages	23		 Digital services and online availability were affected due to unforeseen network issues encountered during the commissioning of the new Wi-Fi infrastructure.
Notification or upgrades/outages for business systems or GIS upgrades or outages		10 working days prior	100%		 There were nil outages.
Service desk requests resolved within 2 working days		95%	100%		 2,500 Service Desk requests were processed.
Business system requests including GIS mapping requests completed within 3 working days		95%	100%		 2,740 Business System including GIS Mapping requests were processed.

Accounting – Manager, Finance

Service Update			Issues and Setbacks		
<p>Cumberland City has faced budgetary pressures on expenditure due to the current inflationary environment as well as pressures on income resulting from the current high cost of living affecting users' ability to pay for services. Council, however, has managed these pressures by efficiency strategies and realistic forecasting, whilst balancing community needs with Council targets to meet the approved budgeted results for 2023-2024.</p> <p>Following the external audit of Council's financial statements, Council remains in a strong financial position maintaining a budget surplus.</p>					
Sub Service	Actions	Status	Progress Update		
Financial Accounting	<ul style="list-style-type: none"> Complete monthly and annual reporting, including end of financial year statements Maintain a sustainable and prudent investment strategy 		<p>Council has complied with all financial reporting requirements including an external audit of the 2022-2023 Annual Financial Statements. Statements were endorsed by Council and submitted to the Office of Local Government in October 2023.</p> <p>Investments have been in line with Policy and have exceeded budgeted income.</p>		
Financial Analysis	<ul style="list-style-type: none"> Deliver financial stability through effective analysis of financial data aligned to Council's Long-Term Financial Plan Prepare fees and charges, annual budget and undertake quarterly budget reviews 		<p>Council has generated additional income from property leasing and investment returns, which have been reinvested into direct service areas.</p> <p>Preparation on the 2024-2025 budget and fees and charges is currently underway.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Annual Financial Statements are submitted to the Office of Local Government by 31 October		100%	100%		
Council investments are reported to Council monthly in accordance with statutory timeframes		100%	100%		
2024/25 Budget and Fees and Charges are adopted by Council Quarterly Budget Review Statement is adopted by Council 2 months after the end of the quarter (Sept, December and March only)		100%	N/A		 The 2024-2025 budget and fees and charges are currently open for changes and will be submitted for Councillor input and community feedback in early 2024.
Suppliers are paid in accordance with nominated payment terms		100%	100%		

Rates – Manager, Finance

Service Update			Issues and Setbacks		
<p>Pension Rebates have been processed according to the Local Government and Council Pensioner Concession Policy.</p>			<p>Current economic conditions are impacting collection of Rates. While Council is obliged to levy and collect rates, payment plans are offered for those who are having financial difficulty.</p>		
Sub Service	Actions	Status	Progress Update		
Rates	<ul style="list-style-type: none"> Ensure rates are levied and collected on time, and in accordance with legislation 		<p>All Rates notices have been issued as per s.562 of the <i>Local Government Act 1993</i>, six weeks before their due date.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Annual and quarterly rates notices are issued one month before payment due		100%	100%		
Outstanding rates and charges are less than 5% of the total collectable at 30 June 2024 as per the Office Local of Government Financial Indicators		Less than 5%	8%		 Outstanding rates continue to be above benchmark due to current economic conditions. Council is assisting rate payers by offering payment plans to collect outstanding debt.

Human Resources – Manager, Human Resources

Service Update		Issues and Setbacks			
<p>Council has placed 46 work experience students across various departments, in addition to promoting job opportunities within Council including at the Berala Community Centre Spring Fair and career expos.</p> <p>Council also continually identifies new recruitment channels and has seen a significant increase in the number and quality of applicants for each position being advertised.</p> <p>An external audit was undertaken on Council's recruitment and retention of staff. Overall, the findings indicate good practices are in place with minor improvement opportunities identified. Processes to address these minor improvements have commenced, including improvements to the offboarding process.</p>					
Sub Service	Actions	Status	Progress Update		
Human Resources Support	<ul style="list-style-type: none"> Deliver recruitment support services and identify new recruitment channels and implementing new attraction strategies Deliver industrial support including writing and implementing organisational HR policies and procedures and support and training for staff Provide onboarding/offboarding and induction of new staff, and process a range of other staff requests 		<p>Council's policies and procedures were reviewed to ensure compliance with the new <i>Local Government State Award</i>.</p> <p>Council's Recruitment and Selection Procedure and onboarding processes have been reviewed and updated with training provided to hiring managers and panel members.</p> <p>In line with Council's policies and procedures, managers and supervisors attended training for:</p> <ul style="list-style-type: none"> Bullying and Harassment Performance Management Non-work related injuries. <p>Three corporate induction sessions were held and attended by 74 new employees.</p>		
Learning and Organisational Development	<ul style="list-style-type: none"> Implement formal Learning and Organisational Development programs to increase the capacity of the organisation to deliver business objectives 		<p>11 mentees and 11 mentors participated in the Mentoring and Development Program with positive feedback received. Mentees will form part of the Australasian Management Challenge to be held in April 2024.</p> <p>20 Staff completed the Certificate IV in Leadership and Management for emerging leaders.</p> <p>14 staff completed Mental Health First Aid Training.</p> <p>15 outdoor staff attended computer training sessions.</p> <p>Council conducted reviews on participants of the Improving Performance and Culture (IPC) Group. Directorate debrief sessions with the Coordinators and Managers were held.</p> <p>Compliance with staff qualifications, accreditations, tickets and licences for high-risk areas monitored and maintained with training scheduled in a timely manner.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Percentage of probation reviews completed on time		100%	68%		 Training has been provided to increase awareness of the importance of completing probation reviews on time.
Average time to fill a vacant position, from date of advertisement to date of offer		6 weeks	8.9 weeks		 There were 10 positions that took in excess of 10 weeks to fill.
Mandatory training completed by staff within allocated timeframe		100%	100%		
Number of Organisational Development events/programs delivered		1 per quarter	5		 <p>Events delivered included:</p> <ul style="list-style-type: none"> Connect and Celebrate Cumberland staff event Mentoring and Development Program International Men's Day R U OK Day Step-tember challenge.

Strategic Communications – Manager, Strategic Communications			
Service Update		Issues and Setbacks	
<p>Council received positive media coverage for several events including the grand opening of the Merrylands Civic Square on Channel 9 and coverage of the Sydney Cherry Blossom Festival on Channel 10, Channel 9, Channel 7 and SBS Arabic.</p> <p>Council's website provided timely information that included 30 community events submitted by local organisations.</p>			
Sub Service	Actions	Status	Progress Update
Communications and Media	<ul style="list-style-type: none"> Produce and distribute official statements and media releases to provide information to the media for public release Deliver regular information to Council's social media platforms to keep residents informed of programs, services, and events in real time Manage Council's website including maintaining content, improving functionality for user experience and publishing community events via the community submission page 		<p>Council efficiently responded to media enquiries, averaging two media enquiries a week, managed crisis communications, sending out 21 media releases and monitored and reported on Council related media activity.</p> <p>Council's social media following has increased:</p> <ul style="list-style-type: none"> Number of new Instagram followers - 771 Number of new Facebook followers - 1,209 Number of new LinkedIn followers – 341. <p>Best performing Instagram posts:</p> <ul style="list-style-type: none"> Diwali Festival, Mayor Lisa Lake piece to camera – 136,767 plays, 8,058 likes, 58 comments and 27 shares Granville Nights event – 16,727 reach, 60 likes, 35 shares and 37 saves Sydney Cherry Blossom Festival reel – 15,386 reach, 213 likes, 11 comments, 434 shares and 159 saves Diwali Festival with Mayor Lisa Lake and C/r Suman Saha pre-event – 10,033 plays, 42 likes, 25 shares. <p>Best performing Facebook posts:</p> <ul style="list-style-type: none"> Granville Nights event – 58,531 reach, 189 likes and 13 comments Christmas in the Gardens event – 26,183 reach, 100 likes and 12 comments Diwali Festival reel – 23,694 reach, 85 likes and 5 comments Citizen of the Year Awards – 14,866 reach, 158 likes and 2 comments Turkiye Community event – 7,561 reach, 182 likes and 16 comments. <p>The Webchat usability and functionality was also reviewed and updated to further enhance communication with Council.</p> <p>Higher than average graphic design and multimedia requests were brought in-house allowing Council to save spending on external graphic design compared to the previous year.</p>
Marketing and Advertising	<ul style="list-style-type: none"> Publish news, services and events in newspapers available to residents free of charge Display street flag banners in town centres to celebrate national and cultural holidays 		<p>The promotion of Council run programs, events and services available to residents have been advertised weekly in two local publications, with a total of 25 weekly advertisements published.</p> <p>Council's Street Flag Banner Program completed five rotations, featuring major national and cultural events celebrated in Cumberland City which included the Sydney Cherry Blossom Festival, Moon Festival, Remembrance Day, Diwali and Christmas.</p>

Performance Indicators - Measures	Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Increase in Social Media followers	10% increase annually	6.10%		 <ul style="list-style-type: none"> Instagram followers increased by 19.72%, from 3,910 to 4,681 followers. LinkedIn followers increased by 5.99%, from 5,694 to 6,035 followers. Facebook followers increased by 4.25%, from 28,472 to 29,681 followers.
Communication plans developed and in place three months prior to all key Council programs, events and projects	100%	83%		 <p>48 communication plans designed to update the community on services, programs and events were actioned, averaging two communications plans per week.</p> <p>10 communication plans were delayed between July and September due to insufficient resourcing.</p>
Number of media releases that translate into news articles	≥ 50%	100%		 <p>51 articles were published across a range of publications including the Auburn Review and Parra News.</p>
Ratio of positive to negative media coverage of Council	80:20	93.71% positive		 <p>Of the 186 stories published about Council, 175 were positive articles published by various publications. This included 13 positive front-page stories in the Auburn Review.</p>

Corporate Strategy and Performance – Coordinator, Corporate Planning and Performance

Service Update		Issues and Setbacks			
<p>Council delivered a fully interactive, accessible, vibrant Annual Report for 2022–2023. This report celebrates the highlights, achievements, performance and progress of Council. The interactive approach established in the report will serve as a benchmark for future integrated planning and reporting documents.</p> <p>Council re-established the internal performance management program, the Quarterly Performance Review (QPR). The QPR program promotes positive change to the performance of all business units and encourages a high level of engagement between management and detailed corporate performance data to drive a culture of success.</p>					
Sub Service	Actions	Status	Progress Update		
Integrated Planning and Reporting	<ul style="list-style-type: none"> Oversee the management, review and development of Council's IP&R planning documents Deliver key performance updates to Council and the community under the IP&R legislation including six monthly, Annual and State of our City Reporting Undertake Community Engagement as required under the IP&R legislation 		<p>Development of the Operational Plan 2024-2025 has commenced and will be publicly exhibited for community feedback.</p> <p>A Year in Review: 2022-2023 Annual Report was published in November 2023.</p> <p>Council has commenced engagement activities for the upcoming Wellbeing Survey, Community Satisfaction Survey and development of the Community Strategic Plan.</p>		
Corporate Planning and Performance	<ul style="list-style-type: none"> Provide business and support to Directorates Undertake annual service planning Develop and implement Council's Corporate Strategy Prepare and facilitate the Improving Performance and Culture (IPC) workshops and produce internal performance reporting for the Executive Team Maintain Council's performance indicator framework and administration of reporting systems 		<p>Business support has been provided to business units for integrated planning and reporting requirements, quarterly performance and performance analysis. This support has fostered a culture of continuous improvement including the creation of Better Reporting and Planning presentations.</p> <p>Service Planning 2024-2025 has been completed in December 2023. This information will be reflected in the Operational Plan 2024–2025. A service planning guide is in development to further support businesses with prospective planning.</p> <p>Council has commenced the Corporate Planning and Reporting Strategy and Performance Indicator and Reporting Strategy. These are due to be finalised and presented to the Audit, Risk and Improvement Committee at the commencement of the 2024-2025 reporting period.</p> <p>The first Improving Performance and Culture (IPC) workshop was held in November 2023. IPC brings together leaders from across the organisation to discuss corporate performance results and provides opportunities to collaborate in cross functional teams to analyse and problem solve known pain points.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Percentage of compliance with Integrated Planning and Reporting legislative requirements		100%	100%		
Number of Improving Performance and Culture workshops held annually		2 annually	1		

Improvement and Implementation – Coordinator, Improvement and Implementation

Improvement and Implementation – Coordinator, Improvement and Implementation					
Service Update			Issues and Setbacks		
<p>Council successfully completed the first Service Review under its new Internal Service Review Program, Continuous Service Improvement (CSI) identifying several areas of improvement in a thorough and valuable review. This evidence-based process has assisted Council in further embedding a culture of continuous improvement across the organisation.</p> <p>A Business Process Mapping Program commenced, increasing the ability of Council to understand the current state of key business processes, and to analyse them for potential improvements in efficiency and effectiveness.</p>					
Sub Service	Actions	Status	Progress Update		
Service Reviews	<ul style="list-style-type: none"> Implement the Continuous Service Improvement (CSI) Service Delivery Review Program Implement the Internal Satisfaction Survey Program Produce a quarterly report to the Executive Team and the Audit Risk and Improvement Committee and develop an Annual Business Improvement Report Assist in the implementation of improvements identified via Improving Performance and Culture (IPC) 		<p>CSI Service Review Program implemented with a pilot report presented to the Executive Team in December 2023.</p> <p>Internal Satisfaction Survey Program commenced with a pilot survey undertaken.</p> <p>Quarterly reports to the Executive Team and the Audit Risk and Improvement Committee have been produced and delivered.</p> <p>Suggested improvements were analysed for validity and suitability prior to implementation. Virtual mailing solution has been analysed and deemed suitable for Council, with implementation expected to occur in early 2024.</p>		
Projects	<ul style="list-style-type: none"> Manage Council's Project Management Framework and associated documents and processes, including digitisation and change management Implement the Digital Projects and Innovation Program including new system implementations, decommissioning systems, system upgrades and uplifts Implement Change Management on Service Reviews and Projects and manage, update, and improve Council's Change Management Toolkit Provide corporate business system training and support 		<p>Progression of various projects has occurred including the implementation of new systems and the adoption of new processes.</p> <p>Business cases for suggested projects have been analysed for validity through the year and are presented to the Executive Team as they are completed.</p> <p>Corporate system training was delivered in line with business requirements and published training calendar. Additionally, several improvements were made throughout the reporting period including several new instructional videos.</p>		
Business Process Mapping	<ul style="list-style-type: none"> Implement the Business Process Mapping (BPM) Program and provide ongoing training and support to improve Council's business process mapping culture 		<p>Council commenced a Business Process Mapping (BPM) and Management Program. This included the setting of program plan and objectives in line with the wider Business Improvement Strategy 2022-2024.</p> <p>A new corporate BPM software was implemented, and training was delivered to relevant stakeholders. This platform allows for greatly improved process management and improvement.</p> <p>Several process library builds have been completed with individual process mapping and further library builds underway.</p> <p>Additionally, one process improvement review was completed with the final report and recommendations to be delivered to the Executive Team in January 2024.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Number of service reviews undertaken		2 annually	1		
Number of processes mapped		12 annually	5		
Number of projects delivered against roadmap		100%	100%		

GOVERNANCE AND RISK

Audit, Safety and Risk – Manager, Audit, Safety and Risk					
Service Update		Issues and Setbacks			
<p>As part of Safe Work Month in October, Council held two significant events:</p> <ul style="list-style-type: none"> Breakfast with the Mental Health Movement Safety Day. <p>The overarching theme for 2023 was Every Mind Matters, underscoring the significance of mental health and the importance for staff to conduct their own self-assessment.</p> <p>In 2023, Council's commitment to safety excellence has been acknowledged through qualifying for the StateCover Mutuals Safety and Well-being Incentive Payment. This financial support has been strategically allocated to bolster additional safety initiatives and Council's ongoing commitment to foster a safe and healthy work environment.</p>					
Sub Service	Actions	Status	Progress Update		
Internal Audit, Risk Management and Business Continuity	<ul style="list-style-type: none"> Improve Council's Operational Risk Register tool embedded in Council's corporate system Ensure the review of Council's Operational Risk Registers every six months Complete all Internal Audits identified on Council's Strategic Internal Audit Program Review Council's Risk Management Policy and Procedures 		<p>Council is in the process of enhancing the operational risk register system which will simplify the process for management to regularly review the risks impacting their services and provide more effective reporting.</p> <p>Council continues to embed a strong risk and safety culture with three essential services operational risk registers reviewed and awareness training for staff provided.</p> <p>The internal audit program has been enhanced with the incorporation of three supplementary audits into the comprehensive Internal Audit Program. It is anticipated that these additional audits will further progress the programs scope and depth contributing to a more thorough and rigorous examination of our organisational processes and controls. Council's commitment to monitoring and addressing internal audit recommendations reflects our dedication to continuous improvement and the maintenance of robust governance practices within the organisation.</p> <p>A review of Council's Risk Management Policy and procedures was undertaken:</p> <ul style="list-style-type: none"> Council's Risk Guidelines reviewed Risk Management Policy currently under review. 		
WHS	<ul style="list-style-type: none"> Develop and adopt safety procedures for Council's overall WHS Management System in conjunction with Council's WHS Committee, ensuring Council's work practices and activities comply with the <i>Work, Health & Safety Act 2011</i> Provide WHS Management System training and online risk management training for staff Deliver a robust return to work program with further programs in place to reduce the number of injuries in the workplace 		<p>92% of Council's safety procedures, compliant with International Safety Standards, ISO45001, have been adopted.</p> <p>A key focus for Council is psychosocial hazards in the workplace. Several face-to-face sessions were held to discuss the importance of recognising and reducing impacts and providing assistance.</p> <p>Council implemented crucial safety procedures as part of the Work, Health and Safety (WHS) Management System.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Percentage of Annual Program of Internal Audits completed		90%	83%		 Five out of six audits were completed in total. This included two additional audits that were added to the program during the period by management to address key risk areas.
Percentage of audit actions completed on time across Council		80%	88%		 Council has surpassed its designated target, attributed to the oversight provided by management in conjunction with the Audit, Risk and Improvement Committee.
Percentage of operational risk register reviews completed across Council		80%	100%		 Council undertook all scheduled operational risk reviews during the period.

Governance and Executive Support – Manager, Governance

Service Update			Issues and Setbacks		
Council successfully delivered 10 citizenship ceremonies with over 1,600 conferees receiving citizenship.					
Sub Service	Actions	Status	Progress Update		
Corporate Governance	<ul style="list-style-type: none"> Ensure all Council resolutions are actioned and updated with reporting provided to the Executive Team Facilitate access to Council records through open access release or via incoming request applications in accordance with the <i>GIPA Act 2009</i> Ensure staff are regularly trained on the Code of Conduct and other key governance topics, driving a strong governance culture throughout Council's operations 		129 Council resolutions have been actioned and updated. 18 formal and 824 informal GIPA applications have been determined. Council-wide Code of Conduct training has been delivered.		
Committee Support and Civic Governance	<ul style="list-style-type: none"> Deliver high-level Council and Committee secretariat support to key Council Committees Ensure that all Council Advisory Committees operate with good governance practices 		High level secretariat support has been provided to Council committees, ensuring appropriate meeting administration and good governance practices are applied. The minutes of Council's Advisory Committees have been reported to Council for adoption.		
Executive Support	<ul style="list-style-type: none"> Provide a high standard of Executive Support to the Mayor and Councillors. 		Councillor support has been provided as defined under the Councillor Expenses and Facilities Policy.		
Civic Events	<ul style="list-style-type: none"> Deliver high quality civic events, including citizenship ceremonies and support other important civic engagements throughout the year 		Council delivered 13 civic events: <ul style="list-style-type: none"> 10 citizenship ceremonies Pemulwuy Community Garden opening Remembrance Day service with Merrylands RSL Mayoral Christmas Party. 		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Percentage of access to information applications (<i>GIPA Act</i>) completed within timeframe		> 90%	100%		 18 formal GIPA applications were received and completed on time.
Percentage of business papers and meeting minutes published on time in accordance with the adopted Code of Meeting Practice		100%	100%		
Percentage of conferees receiving citizenship within three months of being approved to receive it by the Department of Home Affairs		> 80%	100%		
Percentage of Council Meetings livestreamed to the public		100%	100%		

Procurement – Senior Coordinator, Procurement and Contracts

Service Update			Issues and Setbacks		
Council has successfully implemented a Contract Management System providing opportunities to visually represent data and effectively manage contracts.					
Sub Service	Actions	Status	Progress Update		
Procurement, Contract Management and Reporting	<ul style="list-style-type: none"> Ensure all tenders and quotation processes over \$20,000 are centrally led by Procurement Deliver robust tender processes with all matters reported to Council which exceed the financial delegation of the General Manager 		<p>All quotation/tender processes over \$20,000 have been centrally led for the organisation strictly following Local Government Regulations and Council's Procurement and Contract Management procedures.</p> <p>Procurement activities are following the <i>Local Government (General) Regulation 2021</i> with no probity issues recorded.</p> <p>Two matters exceeding the financial delegation of the General Manager were reported to Council.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Provide a report to Council's Audit, Risk and Improvement Committee detailing the performance of procurement and any non-compliances across Council		1 per quarter	1		
Ensure that all expenditure of public funds is undertaken with good probity and in accordance with the <i>Local Government Act 1993</i> and <i>Local Government (General) Regulation 2021</i>		100% complete	100%		

Property Services – Manager, Property Transactions

Service Update			Issues and Setbacks		
The Cumberland Property Committee have met twice continuing to drive the strategic focus for Council's property portfolio and related transactions.					
Sub Service	Actions	Status	Progress Update		
Property Leasing and Transactions	<ul style="list-style-type: none"> Integrate the Property Leasing Register with the TechnologyOne Platform 		The Property Lease Register and integration into the TechnologyOne Platform has been completed.		
Property Development	<ul style="list-style-type: none"> Progress and maximise property transactions to provide optimum outcomes for Council Review and implement Council's Property Strategy Ensure that the Property Committee is duly informed and provides oversight to key property projects undertaken 		<p>Council's Property portfolio is regularly reviewed to maximise property transactions.</p> <p>Council deferred the development of the Property Strategy pending the completion of the Property Register. Development of the Property Strategy has commenced. Reviewing and identifying Council's assets will form part of the Property Strategy.</p> <p>All key property projects have been reported to Cumberland Property Committee seeking endorsement.</p>		
Performance Indicators - Measures		Target	Result Jul-Dec 23	Result Jan-Jun 24	Comments – Exceeding results or issues and setbacks
Ensure that existing Council leases and licenses are renewed and not on holdover provisions		80%	79%		 79% of agreements are within a current lease or license agreement period, with a further 8% of agreements currently within an active negotiation process.
Ensure increased revenue outcomes year on year are achieved for Council		> 10%	30%		 The total Property Services revenue for the period is 30% higher than the same period in 2022-2023; however, including one-off property transactions such as sales and easements, revenue has increased by 110%.