



CUMBERLAND
CITY COUNCIL



Cumberland City Council

Annual Report 2019-2020

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Acknowledgement of Traditional Custodians

CUMBERLAND CITY COUNCIL ACKNOWLEDGES
THE TRADITIONAL CUSTODIANS OF THIS LAND,
THE DARUG PEOPLE, AND PAYS OUR RESPECT
TO THEIR ELDERS BOTH PAST AND PRESENT.



MESSAGE FROM THE MAYOR

I am extremely proud of Cumberland City Council's accomplishments during the 2019/20 financial year, particularly given the challenges presented by the COVID-19 pandemic.

In the last financial year, Council delivered or continued to progress an ambitious capital works program. Construction was nearing completion on the Granville Centre and work on the Wentworthville Pool Modernisation program and Granville Park upgrade got underway.

We have focused on making Cumberland City a great and safe place to live. Our focus and efforts have been geared towards providing a clean and green community and

this has involved ongoing maintenance and upgrades to our roads, footpaths, bridges, drainage, parks and open spaces.

We were the winner of the NSW 2019 overall Sustainable Cities Award. As part of our work to ensure our community is safe we also rolled out 17 new CCTV cameras around Cumberland City during the Public Spaces Program expansion project.

As one of the biggest councils in NSW, we have established community facilities and open spaces that have created positive connections within our local community.

Our resilience and preparedness was put to the test when the COVID-19 pandemic resulted in most of our services responding and adapting to accessible online services where possible. Our community was at the forefront of our decision making as we continued to provide services including wellness checks for seniors and people with disabilities, delivering meals to seniors and people with disabilities, developing partnerships with the Local Health District, AusRelief and the Cumberland Business Chambers and ensuring our Children's Services and Educational Care Services remained open during the lock-down period.

Council continues to explore the effects of Cumberland City's growing population and the community's future demand for housing, transport, education and employment opportunities.

To accommodate current and future demand, we have ensured our planning decisions and controls benefit the community and provide accessible transport options that connect our community to town centres and wider Sydney, as well as employment and education hubs.

We continue to put residents and the community at the centre of everything that we do, aiming high and delivering quality services and infrastructure upgrades to make Cumberland City a great place to live.

I would like to take this opportunity to thank Council staff and fellow Councillors for their ongoing commitment and efforts to achieving our organisational goals. The achievements outlined in this Report would not be possible without their hard work.

Mayor Steve Christou



MESSAGE FROM THE GENERAL MANAGER

2019-2020 was a unique and challenging year for Cumberland City Council. I am very proud of the resilience and determination that our organisation has shown and I commend our staff and leadership team on how we responded to the crisis and adapted to a new normal. Our ability to be creative and innovative in our approach has ensured that we could continue with operations to serve the community.

During the COVID-19 Pandemic, Council continued to provide core services to the community and also increased the service levels in areas impacting the most vulnerable in our community. We were also able to transition education programs to online platforms to ensure the delivery of services was achieved. Cumberland City Council has continually shown that it is a progressive and determined organisation.

Embracing our 'back to basics' approach, in 2019-2020 Council reviewed its services and structure to ensure that we are providing services and facilities in the most efficient way, with a focus on how we can be best positioned to offer the maximum value for money to residents, businesses and visitors.

Through our Capital Works Program, Council continued investment in our local facilities, designed around the community's needs. The last financial year saw work near finalisation on our new \$22 million dollar community centre, the Granville Centre. At the same time work progressed on the \$8.8 million Wentworthville Pool modernisation and the combined \$9.5 million Merrylands CBD drainage and footpaths projects. These were in addition to a comprehensive program of smaller but no less important projects on our parks, streetscapes, playgrounds, roads and other assets and facilities.

A highlight of the year was the recognition of Cumberland City Council for its excellence in sustainability, city planning, environmental health and sport engagement, earning awards in these areas in addition to finishing as finalists in many others.

This year Council completed the significant task of consolidating our planning instruments, with the new Cumberland Local Environment Plan and Development Control Plan completing public exhibition. Additionally, Council also finalised and published Cumberland 2030: Our Local Strategic Planning Statement, which included a letter of support from the Greater Sydney Commission.

Council remained committed to long term financial sustainability as a core principle, recording a net operating result of \$31 million compared to a surplus of \$22.9 million last year. However, from a financial sustainability perspective and consistent with the calculation of profit for budget purposes, Council has recorded a recurring loss of \$0.443m compared to \$5.880m in the previous year which highlights the challenging financial situation Council is experiencing.

Council responded to the financial challenges presented by the COVID-19 crisis largely through decreasing expenses from continuing operations by \$7.3 million. This was achieved by finding internal efficiencies and restructuring our workforce to ensure we are delivering the services the community needs in a way that represents the best value for ratepayers. While it is important that Council maintains financial discipline over the next 12 to 18 months, I remain committed to this organisation achieving a strong financial position as soon as possible.

As an organisation Cumberland City Council continues to work, grow and improve, keeping our community at the centre of our future planning for the City.

I thank the staff and Councillors for their efforts through the year and I am optimistic and excited for the future of Cumberland.

Hamish McNulty
General Manager

ABOUT THE REPORT

The Annual Report 2019-2020 details Cumberland City Council's progress in implementing the commitments made in the Operational Plan 2019-2020, which is the third year of the four-year Delivery Program 2017-21.

In presenting this information, the Report also shows how Council is helping the Cumberland community towards its vision for the future, outlined in Cumberland's Community Strategic Plan 2017-27.

The Annual Report is a key point of accountability between Council and the community and consists of four parts:

- **Part 1:** Introduction to the report providing details of key demographics and statistics about Council and the Local Government Area (LGA).
- **Part 2:** A performance summary for Council's 12 Service Areas, showing progress in implementing the key projects identified in the Operational Plan 2019-2020.
- **Part 3:** Statutory reporting information required under the *Local Government Act 1993*.
- **Part 4:** Council's audited financial statements published as a separate document.

The Annual Report has been prepared in accordance to the NSW Integrated Planning and Reporting Framework. Statutory information is based on the requirements of Section 428 of the *Local Government Act 1993* and the audited financial statements of Council from 1 July 2019 to 30 June 2020.

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 Framework (IP&R).

Councils are required to undertake community engagement and plan sustainably for the future while ensuring that council activities are informed by long-term plans for finances, assets and workforces.

The IP&R Framework recognises that:

- Communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment and opportunities for social interaction, education, employment and reliable infrastructure.
- Communities do not exist in isolation; they are part of a larger natural, social, economic and political environment.
- Council plans and policies should not exist in isolation and are inter-connected.

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

- Where we want to go (Community Strategic Plan)
- How we plan to get there (Delivery Program, Operational Plan and Resourcing Strategy)
- How we will measure our progress (Quarterly, Annual and End-of-Term Reporting).

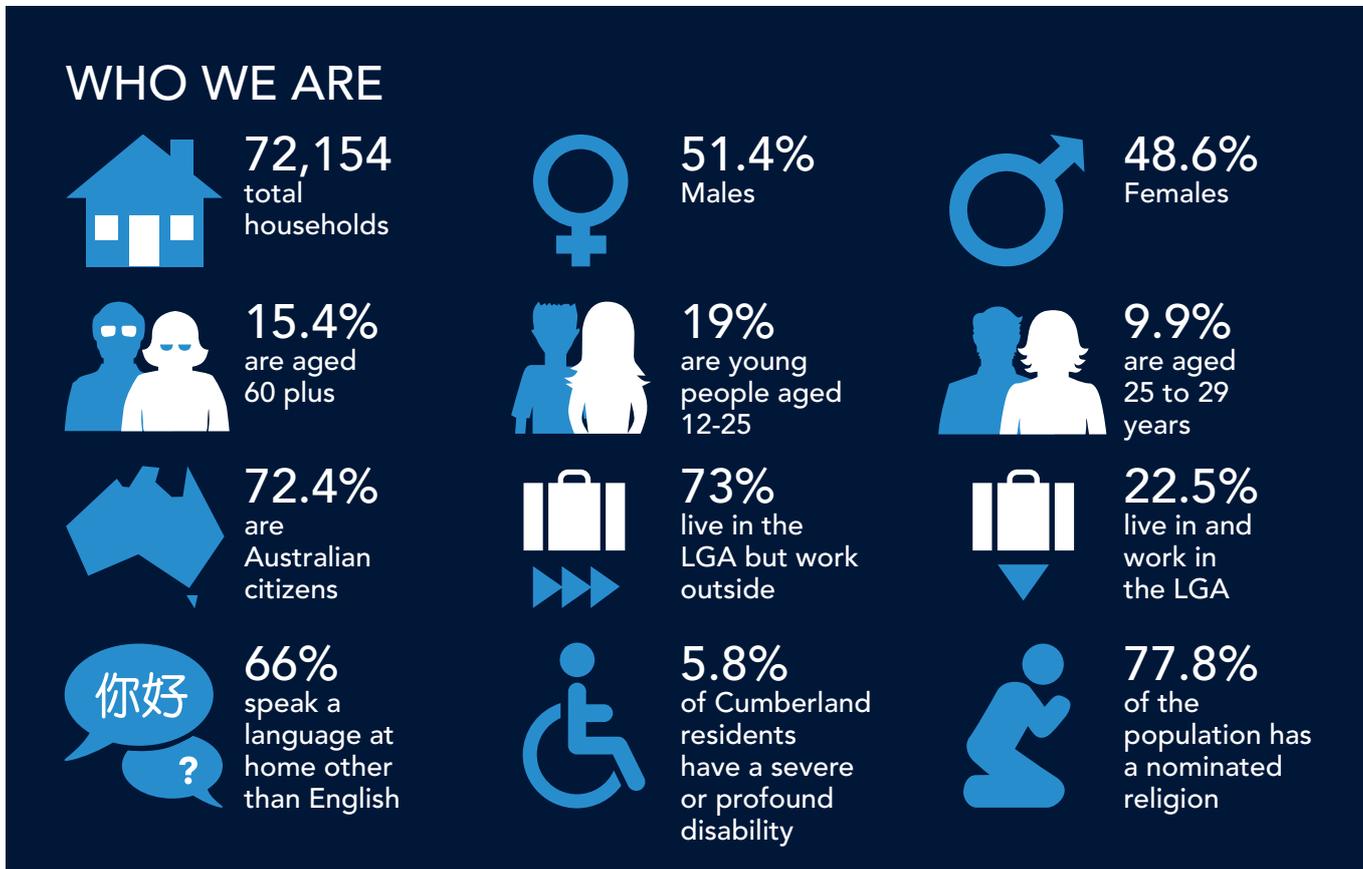


ABOUT CUMBERLAND CITY COUNCIL AND COMMUNITY

Key Demographics

The Cumberland Local Government Area (LGA) is located in Sydney's western suburbs, about 25 kilometres from the Sydney CBD. The population density for the Cumberland area is 32.32 persons per hectare. The Cumberland LGA

is one of the most culturally diverse areas in NSW with a unique and vibrant identity. This demographic information is important to consider when reflecting on Council's service delivery to the community.



The Cumberland LGA in comparison to Greater Sydney, NSW and Australia is shown below.

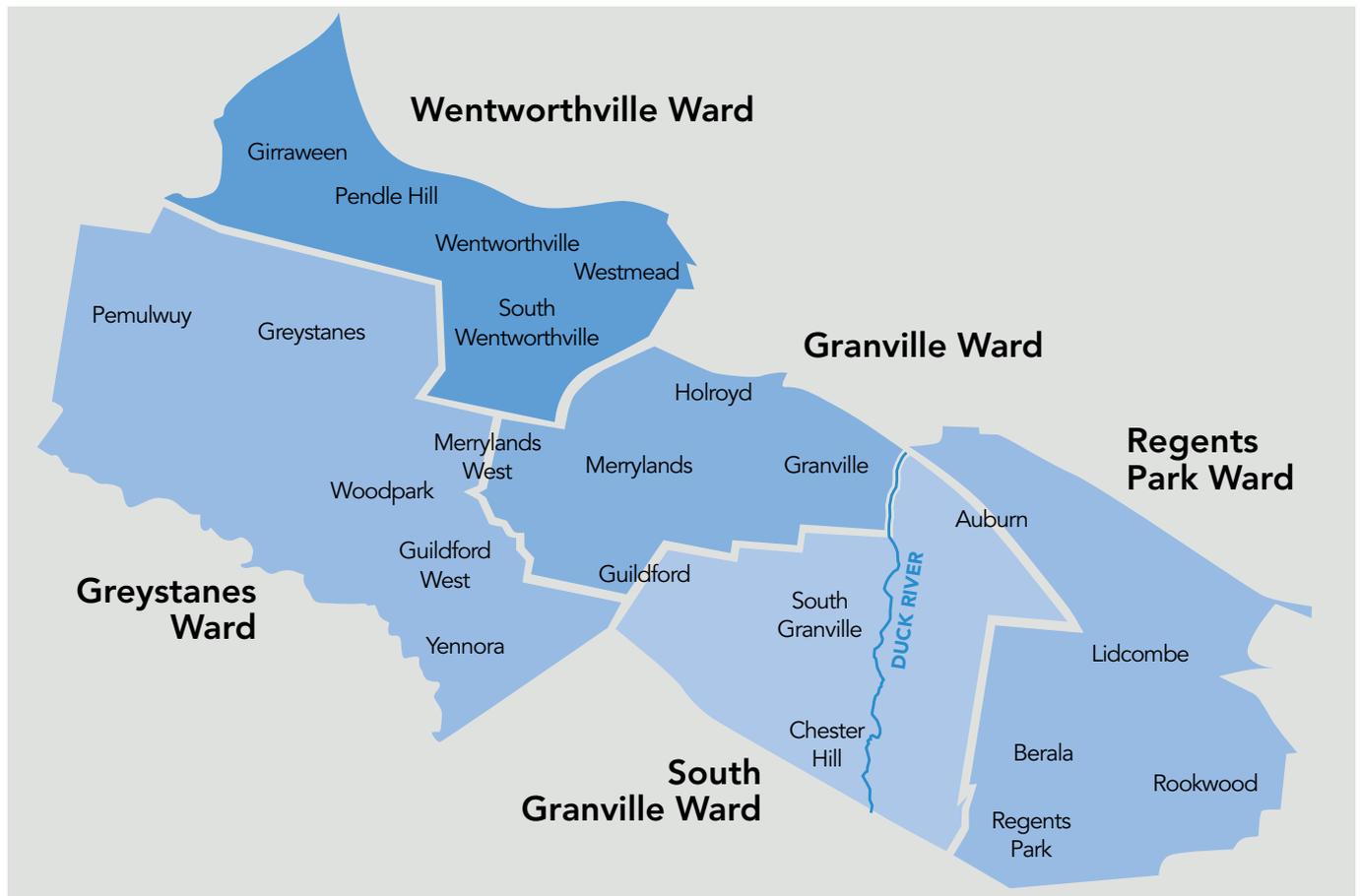
	Cumberland	Greater Sydney	NSW	Australia
Median age	32	36	38	38
Couples with children	41%	35%	32%	30%
Medium and high-density housing	43%	44%	33%	27%
Median weekly household income	\$1,377	\$1,745	\$1,481	\$1,431
Households renting	39%	33%	30%	29%
Households with a mortgage	29%	32%	30%	32%
Overseas born	52%	37%	28%	26%
University qualifications	22%	28%	23%	22%
Trade qualifications	12%	15%	18%	19%
Participation rate (population in labour force)	56%	62%	59%	60%
Public transport (to work)	26%	23%	16%	11%

Local Government Area

The Cumberland LGA is bounded by the City of Parramatta to the north, the Strathfield Council area in the east, the City of Canterbury Bankstown and Fairfield City in the south, and Blacktown City in the west. The area is approximately 72 square kms and is strategically situated in the Greater Sydney Region with easy access to:

- Parramatta CBD (Centre River City)
- Sydney CBD (Eastern Harbour City) and
- Western Sydney Aerotropolis (Western Parkland City)

The Cumberland LGA is made up of five wards, as shown below. Each ward is represented by three Councillors elected for a three-period spanning September 2017 to September 2020. Due to the COVID-19 pandemic, the Councillors elected term has been extended for another 12 months, ending September 2021.



Indigenous Area

For tens of thousands of years before European settlement, what would become the Cumberland LGA was home to several clans of the Darug (also spelt Dharug, Daruk or Dharik) people. The Darug are thought to have inhabited the area between Port Jackson and Botany Bay in the east, the Georges River to the south and south-west, the Hawkesbury River in the north-west, and then as far west as the Blue Mountains.

The Cennemegal or Weymaly clan occupied what is now Prospect and Greystanes. The Bidjigal clan occupied the areas now known as Merrylands, Guildford, Villawood and Bankstown. The Burrattagal clan of Parramatta and

Granville were part of the western Eora clan. Eora land extends from Parramatta to Sydney Harbour. The Auburn area was located between the Darug inland group and the Eora and Dharawal coastal groups. The Wangal and Wategoro clans are recognised as the original inhabitants of the Auburn and Homebush Bay region.

There are many significant Aboriginal sites in the area, including Prospect Hill where the first act of reconciliation between Aboriginal leaders and European settlers occurred on 3 May 1805.

SHARED VISION AND VALUES

Cumberland City Community's Vision for the Future

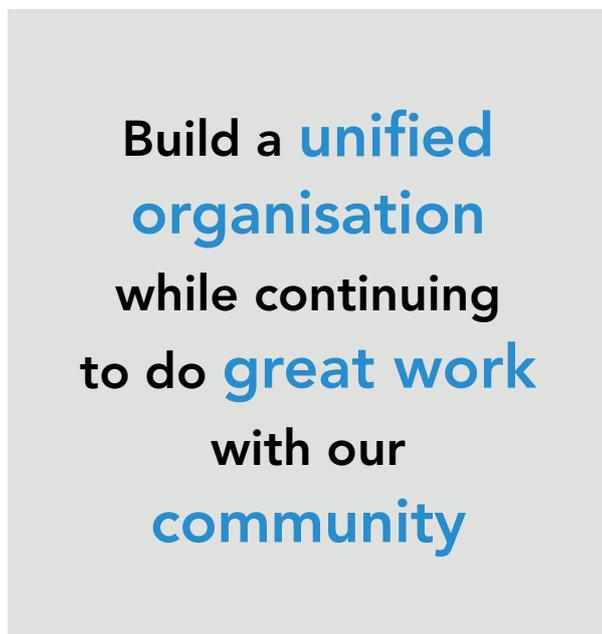


Council's vision statement summarises what the residents of the Cumberland LGA want for the area and over the next 10 years.

It captures all the priority areas identified from the Community Engagement Program, as part of the Cumberland Community Strategic Plan 2017-2027 resulting in six strategic goals that underpin the values of:

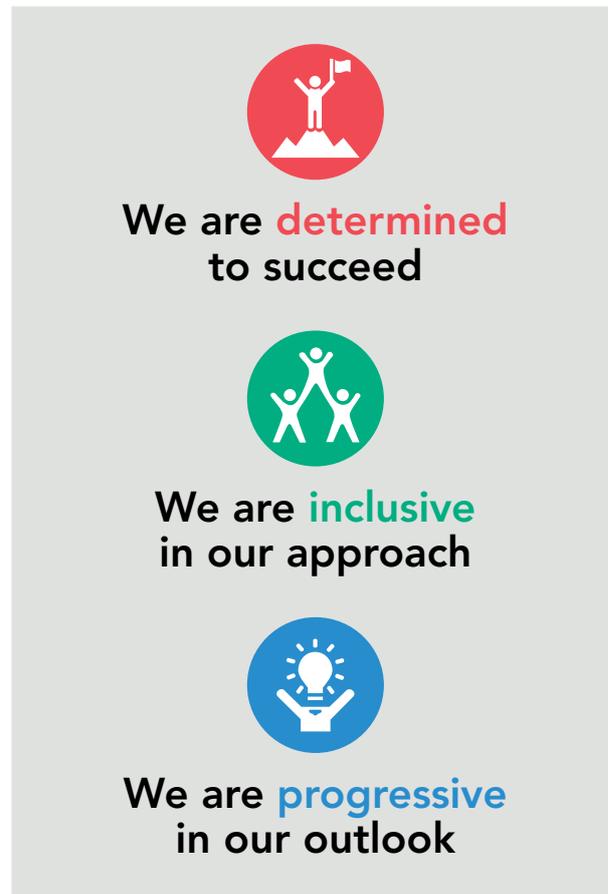
- A great place to live
- A safe accessible community
- A clean and green community
- A strong local economy
- A resilient built environment
- Transparent and accountable leadership.

Cumberland City Council's Organisational Vision



Cumberland City Council's Organisational Values

Our organisation's values are defined as:



The values that Council are committed to include:

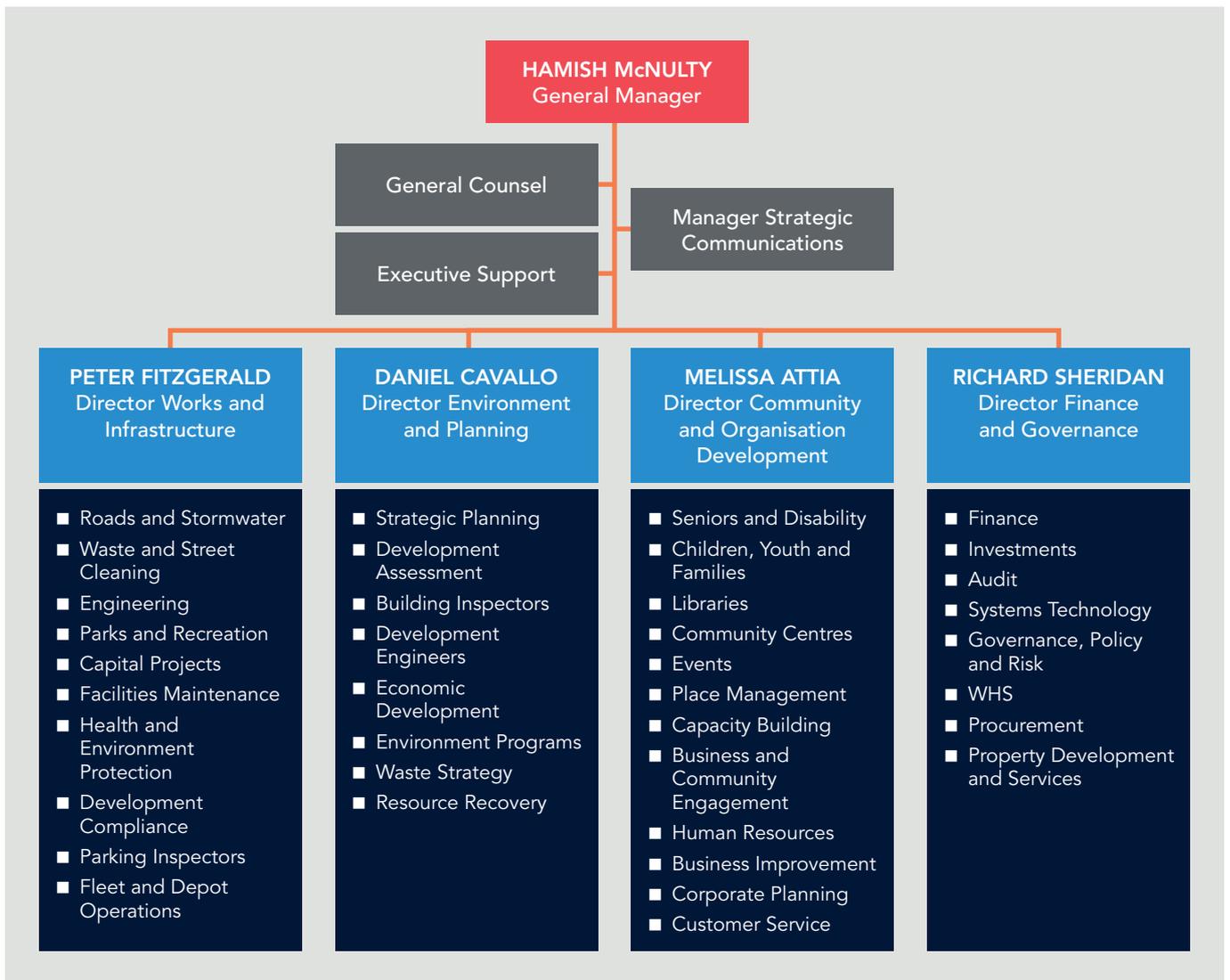
- Good governance, transparency and accountable practices
- Economic, environmental and social sustainability practices
- Excellence, respect, integrity and making a difference.

Council is committed to ethical business practices, as part of its key principles contained within Council's Code of Conduct including: Leadership, Selflessness, Impartiality, Openness and Honesty.

As part of this commitment, Council will ensure:

- Business dealings are conducted ethically
- Communication will be open and transparent and open to public scrutiny whenever possible
- All Council decisions and considerations will be based on merit and made in a fair and impartial manner
- Potential conflicts of interest will be ethically managed.

OUR ORGANISATION



Cumberland Council was renamed Cumberland City Council during 2019.

As a city, Council has continued to contribute significantly to the local economy and new opportunities are on the

horizon for city planning. The name change will not only strengthen our position as a Council, but also how others see us, including the business community.

OUR ORGANISATION STRUCTURE

During 2019-20, Council began a process of review to determine how services and facilities can be delivered in the most efficient way and to the highest reasonable standard. As a result, the organisation structure experienced a period of change which included two structural changes during the reporting year, which has continued into 2020-21.

During most of the 2019-20 period, Council's organisation structure consisted of the General Manager and five Directors:

- Director Community Development
- Director Works and Infrastructure
- Director Environment and Planning
- Director People and Performance
- Director Finance and Governance

In May 2020, the Director Community Development and Director People and Performance positions were merged into the one position of Director Community and Organisation Development. Council's organisation structure now consists of the General Manager's Unit and four Directors:

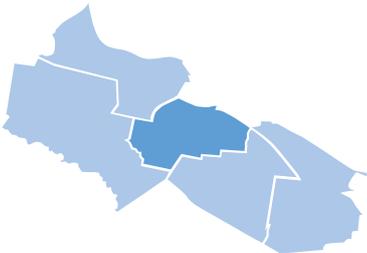
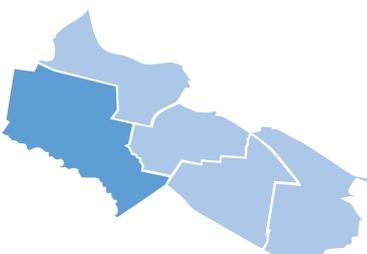
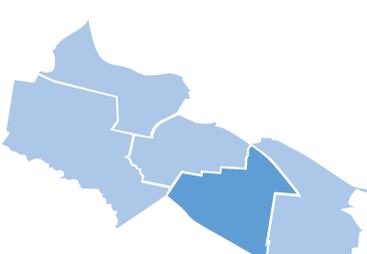
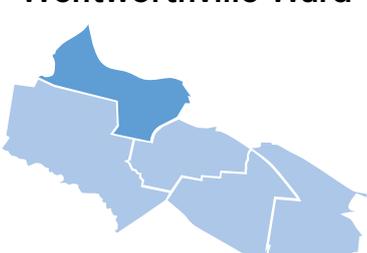
- Director Community and Organisation Development
- Director Works and Infrastructure
- Director Environment and Planning
- Director Finance and Governance

ELECTED REPRESENTATIVES

Council has total of 15 elected representatives across five wards, who have the responsibility to represent residents, set the broad strategic direction for Council, allocate resources and monitor performance. Current Councillors will serve until the September 2021 Local Government Elections. The NSW Office of Local Government extended Councillors elected term by an additional 12 months due to COVID-19.

At the Extraordinary Council meeting held on 25 September 2019, Councillors elected Councillor Steve Christou as Mayor and Councillor Eddy Sarkis as Deputy Mayor of Cumberland City Council.

**Ross Grove resigned as a Cumberland City Councillor in August 2019.*

<p>Granville Ward</p> 	 <p>Steve Christou (Mayor) 0419 651 187</p>	 <p>Councillor Ola Hamed 0405 070 007</p>	 <p>Councillor Joseph Rahme 0418 995 471</p>
<p>Greystanes Ward</p> 	 <p>Councillor Greg Cummings 0417 612 717</p>	 <p>Eddy Sarkis (Deputy Mayor) 0425 348 000</p>	<p>Position vacated by former Councillor Ross Groves will be filled following the September 2021 election.</p>
<p>Regents Park Ward</p> 	 <p>Councillor Ned Attie 0419 583 254</p>	 <p>Councillor George Campbell 0409 233 315</p>	 <p>Councillor Kun Huang 0418 911 774</p>
<p>South Granville Ward</p> 	 <p>Councillor Glenn Elmore 0418 459 527</p>	 <p>Councillor Paul Garrard 0414 504 504</p>	 <p>Councillor Tom Zreika 0400 805 303</p>
<p>Wentworthville Ward</p> 	 <p>Councillor Lisa Lake 0418 669 681</p>	 <p>Councillor Suman Saha 0419 546 950</p>	 <p>Councillor Michael Zaiter 0418 432 797</p>

FINANCIAL PERFORMANCE

This section provides you with an overview of Cumberland City Council's financial performance for the 2019/20 period. The statements have been prepared in accordance with:

- The *Local Government Act 1993* (NSW)
- The Australian Accounting Standards
- The *Local Government Code of Accounting Practice and Financial Reporting*.

The statements were independently audited by the NSW Audit Office and lodged with the NSW Office of Local Government. For more details, refer to the full Financial Statements shown in Part 4 of the Annual Report (also available from Council's website).

INCOME AND EXPENDITURE

Financial Snapshot

Council achieved a sound financial position as at 30 June 2020. Council recorded a net operating result (total operating result) of \$31.0 million, compared to a surplus of \$22.9 million in the 2018/19 period.

Highlights

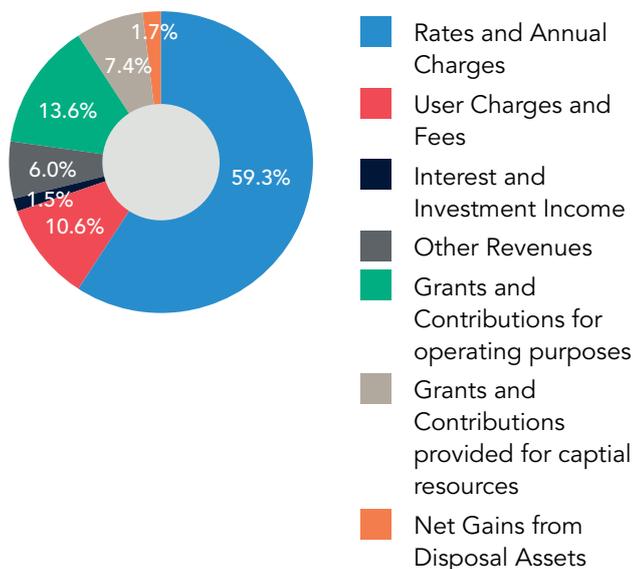
- \$212.1 million total income
- \$226.9 million total income from continuing operations
- \$195.9 million total expenses from continuing operations, this decreased by \$7.3 million from 2018/19
- \$14.7 million in one-off and non-recurring amounts
- (\$0.443) million net operating deficit excluding capital and one-off items



Income Statement

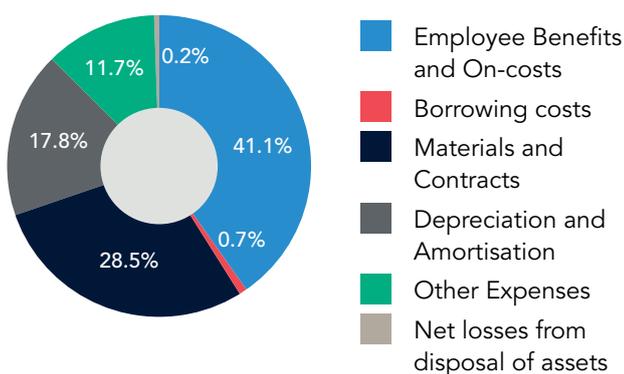
The Income Statement shows Council's income and expenditure during the 2019/20 financial period.

Sourcing our Revenue ('000)



Revenue	Amount \$'000	%
Rates and Annual Charges	134,572	59.3%
User Charges and Fees	24,131	10.6%
Interest and Investment Income	3,477	1.5%
Other Revenues	13,507	6.0%
Grants and Contributions provided for operating purposes	30,775	13.6%
Grants and Contributions provided for capital purposes	16,728	7.4%
Net Gains from Disposal Assets	3,759	1.7%
Total	226,949	100%

Identifying Our Expenses ('000)



Expenses	Amount \$'000	%
Employee Benefits and On-costs	80,460	41.1%
Borrowing costs	1,330	0.7%
Materials and Contracts	55,907	28.5%
Depreciation and Amortisation	34,794	17.8%
Other Expenses	22,993	11.7%
Net losses from disposal of assets	420	0.2%
Total	195,904	100%

Council achieved a net operating surplus (total operating result) of \$31.0 million in 2019/20. Before grants and contributions provided for capital purposes the surplus was \$14.3 million, compared to \$4.2 million in the 2018/19 period. The key drivers of income source included Rates and Annual Changes, which increased by \$4.9 million and is Council's highest income source. Grants and contributions are also one of Council's highest income sources for the 2019/20 period.

Total expenses from continuing operations decreased by \$7.3 million, resulting to \$195.9 million for 2019/20 period. Council's main expenses included salaries and wages followed by materials and expenses, such as, contractor and consultancy costs, waste disposal tipping fees and facility and infrastructure management costs.

Council's financial result included several one-off, non-recurring and non-cash items shown below.

Non-Recurring Adjustments	\$'000
Profit on Sale	\$ 479
Fair Value Interest	\$ 67
Fair Value Investment Property	\$ 3,280
Operating Grants Recognised	\$ 7,170
Bond Income	\$ 3,764
Total Non-Recurring Adjustments	\$ 14,760

FINANCIAL POSITION

The Statement of Financial Position reports on Council's assets, liabilities and "net wealth", as at 30 June 2020.

Assets	\$'000
Total Current Assets	93,207
Total Non-Current Assets	2,592,089
Total Assets	2,685,296
Liabilities	—
Total Current Liabilities	61,475
Total Non-Current Liabilities	32,690
Total Liabilities	94,165
Net Assets	2,591,131

Assets

As at 30 June 2020, net assets totalled \$2.59 billion. 91.3% of total assets consist of \$2.4 billion of infrastructure, property, plant and equipment. This includes Council's infrastructure and land assets. Infrastructure assets mainly consist of roads, stormwater drainage, buildings, open spaces and recreational assets. These assets typically have an estimated useful life ranging from 15 to 100 years. Council's land assets comprise of operational and community lands.

A snapshot of Council's other assets for the 2019/20 period are shown below.

Assets	\$'000
Investments	119,758
Investment property	70,285
Cash and cash equivalents	15,940
Receivables	13,913
Intangible assets	5,044
Investments accounted for using the equity method	4,872
Right of use assets	2,148
Other	\$1,033
Inventories	\$208

Liabilities

Our total liabilities, as at 30 June 2020 were \$94.1 million and is an increase of \$3.9 million from 2018/19 period. Council's liabilities included borrowings, amounts owed to suppliers and employees for leave entitlements and leasing obligations. Below is a snapshot off Council's liabilities during the 2019/20 period.

Liabilities	\$'000
Borrowings	35,984
Payables	32,155
Provisions	20,394
Contract liabilities	3,445
Lease liabilities	2,187

STATEMENT OF CASH FLOW

The Statement of Cash Flow shows Council's cash inflows and outflows. It indicates where cash came from (shown without brackets) and where it was spent (shown in brackets). It displays Council's cash flows into operating, investing and financing activities.

As at 30 June 2020, Council's total cash, cash equivalents and investments were \$135.6 million, in comparison to \$150.3 million for the 2018/19 period. This was mainly due to several factors:

- Our net cash for operating activities were impacted by (\$'000):
 - Rates and annual charges \$133,012
 - Grants and contributions \$43,078
 - Employee benefits and on-costs (\$82,195)
 - Materials and contracts (\$51,768)
- Our net cash for investing activities were impacted by (\$'000):
 - Reduction in investment securities held for \$16,953 and utilised to fund Council's capital.
 - Purchase of infrastructure, property, plant and equipment (\$65,005)

Performance Ratios

Performance Ratios	Calculations	Actual	Target*	Analysis
Operating Performance Ratio, %	Operating profit less capital grants divided revenue less capital grants	1.36%	>0%	Council's results were above the industry benchmark. A positive ratio for Council, indicates Council's ability to contain operating expenditure within operating revenue.
Own Source Revenue, %	Income less Grants and contribution divided total income	78.71%	>60%	Council's results were above the industry benchmark. This indicates that Council is less reliant on grants and contributions. Given that grants and contributions include s7.11 contributions, which is not an operating source of revenue, there was a decline in revenue received from s7.11.
Unrestricted current ratio, times	Current assets (including cash) divided Current Liabilities	2.14x	>1.5x	Council continues to be above the industry benchmark of 1.5. This indicator shows Council has good liquidity and ability to repay its debts and meet short term liabilities as they fall due.
Debt service ratio, times	Earnings Before Interest Tax Depreciation & Amortisation (EBITDA) divided Total Debt	8.32x	>2.0	Council is above target for the industry. This ratio indicates the ability for Council to meet debt repayments. Overall, Council's EBIDA was sufficient to cover annual interest payments 8.32 times.
Rates and annual, %	Debtors divided Sales	5.88%	<5.0	Council's results were unfavourable compared to the industry benchmark. This ratio increased due to slower collections throughout the year due to the COVID impact on ratepayers.
Cash Expense Ratio, Months	Current Cash divided by Monthly Cash Expense	6.39 mths	>3.0	Council's Cash Expense Cover Ratio is above benchmark of 3 months. This shows that Council continues to pay for its immediate expenses without additional cash flow requirements.

*Targets are set by the Office of Local Government (OLG)

Building and Infrastructure Renewals Ratios

Performance Ratios	Calculations	Actual	Target*	Analysis
Building and Infrastructure Renewal, %	Renewal divided by Depreciation	101.93%	>100	Council continues to spend greater than what is required in order to maintain assets in a satisfactory condition and to stop the growth of infrastructure backlog. This is impacted by SRV and Council's decision to invest heavily in renewal.
Infrastructure Backlog, %	Estimated cost to bring the assets to a satisfactory standard (condition 3) divided by the written down value of the assets	5.02%	<2%	Indicates the proportion of the gross replacement cost of Council assets that have reached the intervention level set by Council based on the condition of the asset. There was a small decrease in 2019/20. Council's sustainability policy is to ensure that condition 3 assets are assigned to work programs in the Delivery Program & Operational Plan 2017-21.

*Targets are set by the Office of Local Government (OLG)

CAPITAL WORKS PROGRAMS

Highlights

- \$65.4 million for total capital expenditure
- Council spent \$29.9 million for renewal of assets
- Council spent \$35.5 million on new assets

	2019-2020 Original Budget \$'000	2019-2020 Actual \$'000
Capital Funding		
Rates, Depreciation & General Working Capital	\$40,677	\$46,021
External Restrictions		
S7.11	\$10,548	\$4,249
Stormwater	\$2,301	\$2,028
Other – External	\$1,150	\$2,051
Internal Reserves		
SRV	\$3,598	\$3,050
Other – Internal	\$11,800	\$3,171
Loans	\$9,637	\$4,802
Total Capital Funding	\$79,711	\$65,374
Capital Expenditure		
Buildings	\$19,471	\$31,711
Community Land	\$1,062	\$2,939
Footpaths	\$5,500	\$3,912
Information Technology	\$1,390	\$2,193
Libraries	\$500	\$498
Parks	\$15,315	\$7,827
Pools	\$16,100	\$2,285
Plant and Equipment	\$2,400	\$1,020
Roads and Traffic	\$7,420	\$6,135
Stormwater	\$9,438	\$4,942
Other	\$1,115	\$1,911
Total Capital Expenditure	\$79,711	\$65,374



Capital expenditure is when Council spends money to buy, construct, renovate or acquire an asset. Council's three largest capital expenditure areas are roads and traffic, parks and footpaths.

Council's notable capital works expenditure during 2019/20 financial period are:

- \$22.0 million - Granville Multipurpose Centre
- \$3.6 million - ACC Revitalisation
- \$2.8 million - Merrylands CBD Drainage works
- \$2.3 million – Swimming Pool Upgrades

Council receives funding for its Capital Works Program mainly from:

- \$5.78 million – Grants received from Commonwealth and State Government
- \$4.25 million – Section 7.11 are contributions paid to Council for application fees associated with DA's
- \$3.05 million – Special Rate Variation (SRV)

Categories	Actual Expenses \$	Original Budget \$
New Asset		
Land & Buildings	25,405,840	15,135,116
Roads & Traffic	1,447,070	1,500,000
Footpaths	3,165,487	3,500,000
Parks and Recreation	2,586,034	8,650,000
Stormwater Drainage	2,907,715	7,137,000
Renewal Asset		
Land & Buildings	9,244,503	5,398,565
Roads & Traffic	4,687,882	5,920,000
Footpaths	746,504	2,000,000
Parks and Recreation	5,240,993	6,664,609
Stormwater Drainage	2,034,276	2,300,529
Library	498,302	500,000
Pools	2,285,310	16,100,000
Plant	1,020,404	2,400,000
Other	4,103,858	2,505,000
Total	65,374,178	79,710,819

Council notes the following variances from the table:

- New Asset - Land & Buildings: The Granville Multipurpose Centre works were scheduled for 2020/21 and was brought forward and completed during 2019/20.
- New Asset – Parks and Recreation: Granville Stadium the works were deferred to 2020/21 period.
- Renewal Asset – Pools: Wentworthville Pool Upgrade works were deferred to the 2020/21 period.

Cumberland City Council's significant capital works projects during the 2019-20 period are highlighted below:

Granville Multipurpose Centre

Council has completed the new Granville Multipurpose Centre. The project obtained unanimous approval from the Sydney Central City Planning Panel for Council's Development Application in June 2019. It was jointly funded by Council and the NSW State Government Stronger Communities Fund. Council was also awarded funds through the Granville Smart Cities Project to ensure the Centre uses smart technology including energy efficient LED and solar lighting traffic and parking sensors, surveillance systems and offers public Wi-fi.

This Centre has successfully delivered a community space where residents and the wider community can come together to study, learn, connect, access support and perform. New community facilities in the Centre include, the library, art gallery, community centre, large hall, multipurpose spaces, youth spaces, commercial kitchen, café and kiosk, multi-sports court and playground.

Wentworthville Pool Modernisation

Council is in progress with the reconstruction works to modernise Wentworthville pools. This is a multi-million-dollar project that includes construction of a new heated program pool, new change rooms and a café. The construction of this upgrade facility is aimed at enhancing the physical activities and recreational experience for the community. This will ensure residents are able to swim, exercise and compete in modern and well-maintained facilities.

Merrylands CBD Drainage

Council is on-track with the delivery for the new road construction and culvert construction across Neil Street, and amplification of existing drainage lines in Pitt Street and Neil Street. The project is expected to be completed in January 2021. The new drainage infrastructure will service new and future developments. These essential infrastructure works will also facilitate future revitalisation and development of the CBD area. It will also consolidate drainage infrastructure in the Merrylands CBD to ensure cost efficient floodwater control and provide necessary stormwater infrastructure for developments.



Central Gardens All Abilities and Mixed-Use Playground

Merrylands Road CBD Footpath Upgrade

Council completed the Merrylands Road CBD Footpath Upgrade. The upgrades included:

- The demolition and disposal of the existing footpath pavement, kerbs and gutters and roadways.
- Reconstruction of kerb and gutter sections, sections of road pavement, footpaths and kerb ramps, ensuring compliance to Australian Standards.
- Supply and installation of blue stone pavers, street furniture, stormwater pit and associated pipework, line marking and landscaping.

Friend Park Childcare Centre

Council completed upgrades with a new development at the Friend Park Childcare Centre. From May 2020, the Centre underwent extensive renovation to increase capacity from a 16-place service to be able to accommodate up to 40 children. As part of the renovations, a series of outdoor play spaces have been designed to allow children to explore the outdoors and connect with nature within landscaped areas. The outdoor play space provides children with specially designed areas that have fencing and shade, ensuring children are kept safe.

The Centre has opened, children and their families now have access to a first-rate facility that operates from 7am to 6pm from Monday to Friday. This Centre will provide high quality education and care services for children from birth through to school age.

Central Gardens All Abilities and Mixed-Use Playground

Council completed the refurbishment of an existing playground into an inclusive play space which includes a timber structure with ramp and slides, a space-net climbing rope structure, new shade cloth, landscaping, seating, water bubblers and accessible concrete pathways. Central Gardens, Merrylands is one of Cumberland's most popular parks and is the ideal local outdoor venue for family parties, group activities and school excursions. It is located at the corner of the Cumberland Highway and Merrylands Road, Merrylands.

Woodville Golf Course Irrigation Project

Council has completed the renewal upgrades and improvements for the Woodville Golf Course Irrigation System. This project has improved the land cover and enhanced the game experience for golfers.

Other capital works project for 2019-20 period:

- \$0.8 Million for public facilities which includes the Woodpark Reserve Toilet and Dellwood Street Toilet. These facilities have been serving community visits for the shops, children's playground and commuters.
- \$0.67 Million for a new footpath in South Granville.
- \$0.23 Million for the Linnwood Estate. Council delivered structural rectification and other renewal works for Faulds House and the dormitory building at the Linnwood Estate.
- \$177k of sporting equipment for the Colquhoun Park and Gilfoyle Park cricket nets. This included the provision of new upgraded cricket nets to improve the cricket user experience and to enhance community participation.
- \$150k for Granville Park fitness equipment, Council improved the outdoor fitness experience for the community. This project was delivered under the park renewal jobs for the year.
- \$100k of renewal amenities for the Everley South amenities building. Council installed a new kitchen, upgraded shower rooms and renewed the carpet. This has resulted in a better user experience for the community.

KEY AWARDS AND CITATIONS DURING 2019-2020

2019 Award Winners

Keep Australia Beautiful NSW 2019 Sustainable Cities Awards

Category: Overall Sustainable Cities Award
Project: Awarded to Council

This Award is bestowed upon councils that have successfully undertaken projects and actions in a number of areas of environmental sustainability and social inclusion.

2019 Sustainable Cities Awards

Category: The Habitat and Wildlife Conservation Award
Project: Keep in-a-hive Native Beehive Community Program

The Habitat and Wildlife Conservation Award is for projects which create, restore and sustain biodiversity of our native flora and fauna in urban environments, creating wildlife corridors and encouraging habitat conservation.

Category: The Community Spirit and Inclusion Award
Project: Refugee Camp in My Neighbourhood the Community Spirit and Inclusion Award recognises communities successfully addressing challenges through proper planning, community partnerships and real outcomes.

International Association of Public Participation

Core Values Awards

Category: Sustainable Development Goals
Project: Discover Cumberland Program

Promoting well-planned and meaningful engagement contributes towards the achievement of the 2030 Agenda on Sustainable Development and its framework of these SDGs.

LGNSW

Monica Cologna Executive Manager, City Strategy

Category: Excellence in Leadership for Metropolitan Councils (Individual)
Project: Employment and Innovation Lands Framework

Awarded for an outstanding individual contribution and demonstrated leadership in planning and development.



Environmental Health Australia (NSW) Inc

NSW Environmental Health Team of the Year 2019

The nomination was based on the achievements of Council's Environmental Health Team, which was aligned with the outcomes of Councils Delivery and Operational Plan.

NSW Environmental Health

Health Professional of the Year 2019

The nomination was based on the achievements of the work that Karen Boulter - Team Leader Environmental Health undertook within the Environmental Health Team.

NSW Tennis

Supporting Tennis (Government) Award

This Award recognises the Local Government Authority (LGA) who is judged to be the most engaged with, and supportive of, tennis in their community in NSW.

2019 Awards Finalists

Environmental Health Australia (NSW) Inc

NSW Environmental Health Early Career Professional of the Year

The nomination was based on the achievements of the work that Antonija Tomic undertook with the development of Councils Skin Penetration Manual. Tennis NSW to increase participation within the community.

Sport NSW

Sport NSW Local Council of the Year Award

Category: Local Council of the Year

Project: Book-a-Court System

The nomination was based on Council's actively engaging with Tennis NSW to increase participation within the community.

NSW Food Authority

Team of the Year - City

Category: Local Council of the Year

Project: Book-a-Court System

The nomination was based on the achievements of the Councils Environmental Health Team with the delivery of its Food Surveillance program.

National Local Government Customer Service Network

2019 National Customer Service Excellence Award

The Customer Experience Team was listed as a finalist for the 2019 National Customer Excellence Awards.

2019 Other Awards and Citations

LG NSW Excellence in the Environment Awards

Excellence in the Environment Awards 2019/2020

Highly Commended - Division C

Category: Communication, Education and Empowerment Category

Project: Discover Cumberland Program

The awards recognise outstanding achievements by local government in managing and protecting the environment.

Population Health Promotion (Healthy Children's Initiative)

Active Play Everyday Initiative

First place Awards

Category: Active Play Everyday

Project: Munch and Move - Active Play Everyday

The teams at Wenty Children's Centre and Auburn Long Day Care were both awarded first place prizes for their Active Play Everyday challenge. Active Play Every day is a NSW Health Promotion initiative through the Munch n Move program.

International Association of Public Participation

Core Values Awards

Highly Commended

Category: Community Development

Project: Discover Cumberland Program

The Community and Development Project Award recognises and honours projects that build capacity within communities, allowing for cultural and linguistic diversity.

Keep Australia Beautiful NSW 2019 Sustainable Cities Awards

2019 Sustainable Cities Awards

Highly Commended

Category: Waste Less, Recycle More Waste

Project: Reducing Contamination, Increasing Recycling in Multi-Unit Dwellings (MUDS) Initiative.

COUNCIL'S RESPONSE TO COVID-19

The COVID-19 pandemic impacted nearly every Council run project and stream of work across the organisation in 2019-20. Council's intermediate response was to adapt quickly and move services online where possible, with a focus on staying connected with our community and the most vulnerable. Council has continued to provide essential services and additional support, to help local businesses and residents and the wider community during the lockdown period. Council's 12 Group Service Areas continued to provide the best available range of services, programs and incentives during this period, and are highlighted below.

Community Programs and Events

- **Over the phone welfare wellness checks** with seniors and people with disability to provide information on COVID-19. Staff also used the skills of bilingual staff to contact vulnerable residents.
- **Delivery of meals to seniors and people with disability.** A partnership with the Australian Meals on Wheels Association was formed and staff were able to deliver hard to obtain items to house bound customers with their meals. Staff were also redeployed from other areas of Council to assist with the service delivery.
- **Distributed Seniors Care Packages and Emergency Hardship Relief Packages** though proactively established partnership an emergency relief agency, AusRelief. During April and May, approximately 250 care packs were distributed to isolated and at-risk groups.
- **Redesigned the shopping centre service mode** to be in line with government restrictions and safeguard the communities 'vulnerable residents', while ensuring delivery of grocery items.
- **Walk and Talk Session Program and Lifestyle & Leisure Links Programs** provided seniors and vulnerable residents, access to mental health and physical strength services over the phone and also to receive essential services.
- **Transitioning our Business Support Program to online webinars** that focused on COVID-19 specific topics. Cumberland Business Chambers enabled high quality content to be delivered across a range of subjects. Council received strong participation from local businesses. Key topics and programs provided included assisting businesses with adapting and evolving to economic climate; sessions on Negotiating with your Landlord – Commercial Leases, How to Prepare a Loan Application, Moving your Business Online – Social Media 101 and Mental Health – Looking after Yourself and Your Staff.
- **Delivering a Business Continuity Campaign to support local businesses and residents.** Council assisted with creating incentives to shop local and employ local residents.
- **Working with the Local Area Health District to deliver free flu vaccines** to rough sleepers and people at risk of homelessness. The Flu Vac Partnership was provided to over 170 people, over two days.



Children's Services

Children's Services stayed open to provide education and care services to the children of essential workers living in and outside the Cumberland area. Our services supported essential workers, especially health care and emergency service workers during the lockdown period.

Children's Services that were provided by Council during the pandemic included:

- **A Learning from Home Program**, this online program is for children enrolled in Council's Education and Care Centres.
- **Home schooling resources** for parents to assist with the task of providing education in the home for their children.
- **Establishment of an 'Activities for Kids' page on Council's website** to assist families with providing educational activities for their children, while insolation at home.
- **Provided planned online activities during Youth Week** which included the Cumberland Youth Song, Youth Stories, Youth Service Videos, Virtual Arts and Performance Workshops and Art Classes, and martial arts workshops.
- **A Be You On-Line Professional Training Program** was completed by staff, this provided educators with knowledge, resources and strategies to help children and young people achieve optimal mental health outcomes.

Children's Services took on a key advocacy role and successfully lobbied the Federal and State Government for financial assistance for early childhood education and care centres across NSW. This assisted Children's Services to focus its operations in providing Long Day Care Services, Out of School Hours Care Services and Preschools. As a result, Council's Family Day Care Educators were able to access Job Keeper payments.

The funding details provided to Children's Services included:

- **\$1,153,190 under the COVID-19 Local Government Early Childhood Education and Care Payment Program.** This program provided payments to Children's Services for eligible early childhood education and care services to support their continued operation and viability through the COVID-19 pandemic.
- **The NSW Childhood Education and Care Relief Package** was provided to Children's Services from the Federal Government. This paid 50% of the sector's 2020 fee revenue and replaced the Child Care Subsidy and Special Child Care Subsidy.

Other Service Areas included:

- **Council's financial performance exceeded financial forecast**, with managing risk and costs associated with the COVID-19 pandemic.
- Parks, sporting fields and the Guildford and Granville Pools were reopened with COVID-19 safe plans in place.
- Two online Waste Education Workshops were provided to the Cumberland community.
- Regulatory Services exhibited great resilience with the following activities and initiatives undertaken:
 - Environmental Health Officers conducted approximately 300 food inspections.
 - Three large pollution incidents were attended to with the one facility installing a number of measures to prevent future incidents at their site. The other two incidents involved the NSW EPA.
 - A number of collaborative online meetings were held with agreements made to explore future training opportunities for Councils, NSW Fire & Rescue/Hazmat and other first responders.
 - Around 90 Development Application referrals were completed with some highly complex DAs assessed.
 - Over 3,000 customer requests were responded to across Council's Environmental Health, Environmental Protection and Parking Patrol Teams.
 - Council's Parking Patrol Team completed inspections of heavy vehicles parked within residential areas; and removed dumped shopping trolleys across the Cumberland LGA.
- Library Services successfully worked together to provide a suite of online services for the community in a short timeframe. This included the following activities:
 - Re-purposing old library books to give to seniors and to keep them entertained.
 - Providing eCollections services and Ask A Librarian Service.
 - Adjusting Storytime sessions to online Video Storytime Sessions
- Pool Services redeployed the majority off its staff to open spaces, gardens, golf courses or pool facilities. Our Horticulture and Trade staff assisted with the training for these new team members.

Our Performance: Performance against the Delivery Program & Operational Plan 2017-21 – by Service Area

DELIVERING THROUGH SERVICE AREAS

The table below provides an overview of Council's 12 Service Areas:

<p>1. Community Programs and Events</p> <p>This service provides a wide range of cultural, social and community-focused programs and events that promote social inclusion, increase community wellbeing and foster positive connections within the community.</p>	<p>2. Roads, Stormwater and Street Cleaning</p> <p>This service maintains local roads and infrastructure to the highest standard as well as managing stormwater and drainage around the local area. It ensures public places are clean and attractive with a schedule of street cleansing services.</p>
<p>3. Parks and Recreation</p> <p>This service provides and maintains an extensive network of accessible and sustainable parks, open spaces, sportsgrounds, playgrounds, bush reserves and gardens for the Cumberland area.</p>	<p>4. Environmental Programs</p> <p>This service provides a wide range of waste education and environmental initiatives to ensure the long-term sustainability of Cumberland's natural environment as well as engaging children and families in community-focused education programs.</p>
<p>5. Household Waste and Recycling</p> <p>This service provides efficient waste collection and regular clean up services to ensure Cumberland is a clean, green, attractive and usable area for residents.</p>	<p>6. Children's Services</p> <p>This service provides quality education and children's services to meet the needs of the child, their families and the community including long day preschools, before and after school programs, school holiday programs, occasional care and family day care services.</p>
<p>7. Urban Planning and Development</p> <p>This service provides strategic planning and development services to ensure developments are well coordinated and land is used in the best way for the entire community.</p>	<p>8. Regulatory Programs</p> <p>This service regulates and enforces health and safety standards across Cumberland by enforcing local laws, regulations, policies and guidelines to safeguard the health and safety of all residents.</p>
<p>9. Libraries</p> <p>This service provides a network of eight modern and well- resourced libraries to promote community learning with educational, recreational and development programs.</p>	<p>10. Pools</p> <p>This service provides recreational facilities to promote the health and wellbeing of the community, including aquatic centres, swim programs, sporting events and family leisure activities.</p>
<p>11. Governance and Administration</p> <p>This service provides effective civic leadership underpinned by a foundation of good governance to ensure decision making is transparent and accountable and that Organisational activities are honest and free from fraud or corruption.</p>	<p>12. Community Facilities and Properties</p> <p>This service provides access to a large number of community facilities to deliver social, cultural and recreational programs for the use of the whole community.</p>

ICONS LEGEND

COMMUNITY STRATEGIC PLAN DRIVERS

Strategic goals	Icon	Outcomes
A great place to live		We have positive connections within our local community through our local programs and services that reflect our unique identity
		We have high-quality community facilities that fit our purposes
		We live healthy and active lifestyles
A safe accessible community		We feel safe in all areas of Cumberland at all times
		We have equal access to local services and facilities
		Council operations support a healthy community
A clean and green community		We have great natural and green spaces that suit a variety of uses
		We value the environment and have measures in place to protect it
		Our public places are clean and attractive
A strong local community		We have a strong and diverse local economy supported by a network of small business
		We have access to jobs locally and in our region
		We have access to great local education and care services
A resilient built environment		We have vibrant entertainment precincts
		Our planning decisions and controls ensure the community benefits from development
		We have a range of transport options that connect our town centres and to wider Sydney
Transparent and accountable leadership		We are proud of our political leadership
		Council acts as a community guardian through responsible and effective operational administration
		Decision-making is transparent, accountable and based on community engagement

DETAILED DELIVERY PROGRAM 2017-21 PERFORMANCE

Council regularly measures its progress in overall service and delivery of projects through Quarterly Performance Reports.

The Annual Report is a summary of these results and the effectiveness of Council in the delivery of services and meeting the community's goals as outlined in the *Community Strategic Plan 2017-27*.

The following section sets out the progress and performance for Cumberland City Council on the implementation of the Operational Plan 2019-20 including updates on how Council's key projects are progressing, as well as achievements and highlights in each service area.

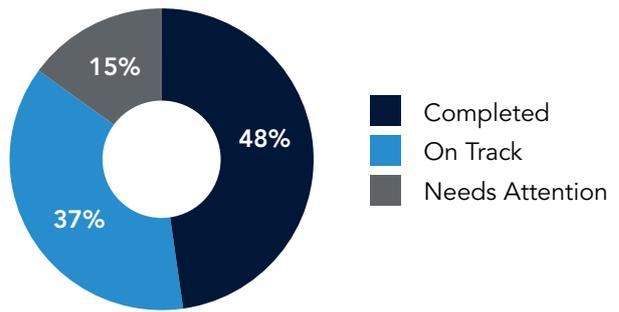
Performance Status

Each project has been assessed and given a traffic light indicating the overall project status for 2019-20 period.

Key to Traffic Light Status symbols

-  Completed
-  On Track
-  Needs Attention
-  On Hold

Consolidated performance for 2019-20



During the 2019-20 period (Year 3 of the Delivery Program) Council undertook 73 projects in line with these strategic goals. As at 30 June 2020, 35 projects were completed (or 48%) and 27 projects were on track (or 37%). There were 11 projects placed on hold and no projects experienced major issues or needed attention.

Of the projects listed as on-track and placed on hold, 11 of these projects will be carried into the 2020-21 Operational Period and 5 of these projects will be discontinued. Council's delivery and implementation of key projects has been impacted by the COVID-19 pandemic.



1. Community Programs and Events

This service provides a wide range of cultural, social and community focused programs and events throughout the Cumberland area. This is designed to promote social inclusion, to increase positive connections within the community and for local businesses. The service has helped increase liveability and created a sense of community for the Cumberland area.

Service Area Performance Measures:

	On average 85% of young people participating in Council's Youth Program would recommend the program to another young person		Council provided 38,310 hours of Social Inclusion Individual and Group Support Programs to seniors and people with disability
	On average 86% of Council's Youth Programs were involved in Youth Participation in their planning		Cumberland's Nutrition Services provided 39,819 meals to seniors and people with disability
	Cumberland Lifestyles and Leisure Links provided 5,982 hours to Cumberland residents and wider community		18,151 visits to Council's Peacock Gallery and Auburn Artist Studio
	5,540 transport trips provided to over 18,000 seniors		202,288 visitors to staffed community centres for Auburn, Berala and Guildford

Program Highlights:

- Council awarded the inaugural Cumberland Art Award 2020, The award presented new original artworks of 37 artists that live, work, study and play in the Cumberland area.
- There were 142 organisations that participated in the Annual Community Organisation Survey, 97% of these respondents were satisfied with the services provided by Council.
- Implementation of the Disability Inclusion Action Plan (DIAP) with the following activities and incentives undertaken:
 - Quiet Zone provided at the Cherry Blossom Festival.
 - Finalised the distribution for the Accessible and Inclusive Programs Toolkit.
 - Hosted the Goal Ball, this is a team sporting event for athletes with the vision impairment and incorporated this into Cumberland's School Holiday Program.
 - Provided two Disability Confident Manager training sessions to staff in supervisory roles across Council.
- Delivered the Social Inclusion Program during Active Aging Week. This provided seniors with opportunities to undertake sporting days, to improve mental health and wellbeing; and increase connection with the community.
- Completed the distribution of the new Charter of Aged Care and collated all information required by Council's Funding Body to ensure all customers can be registered through the My Aged Care system.
- Hosted the Seniors Festivals, which delivered over 70 events and programs across the LGA.
- Finalised the Cumberland Domestic and Family Violence Action.
- Cumberland Grants Scheme: Council received 98 applications with a total submitted value of \$1.68 million.
- Community Grants Program: Council received 83 applications with a total value of \$401k.
- Generated \$112k of grant funding through the National Disability Insurance Scheme Program, the Cumberland Lifestyle & Leisure Links and Social Inclusion Program.
- Delivered a diverse range of community and cultural events and services across the Cumberland area which included:
 - Redesigned the delivery of the 2020 Cumberland City Ramadan Food Festival to online.
 - Reconciliation Week celebrations and Say No to Domestic Violence were celebrated online and occurred by social media platforms, sharing stories and creating awareness.
 - Delivered Christmas lunches and dinners across Cumberland's five wards.
 - Provided Community Education Programs for residents and wider community to discover Cumberland.
- Provided Volunteering Pathway to Employment, training programs to 33 volunteers and community members.

Project Status Updates:

Key Project	Responsible Officer	Project Status Update	Overall Status
Deliver the CCTV in Public Spaces Program expansion project.	Director Community and Organisation Development	<p>Project completed in quarter 4.</p> <p>Council has delivered the CCTV in Public Spaces expansion project. The delivery included 17 new CCTV cameras, 2 of which are licence plate recognition equipped, installed in the Merrylands CBD.</p> <p>Other activities undertaken by Council included:</p> <ul style="list-style-type: none"> ■ Installation of transmitters and receivers ■ Cabling and data storage equipment ■ 3 CCTV cameras installed in the Merrylands Civic Centre Carpark ■ Working towards approval from Endeavour Energy before installation of the CCTV cameras. 	
Expand the Place Management model across the LGA	Director Community and Organisation Development	<p>Project completed in quarter 4.</p> <p>Council has expanded the Place Management Model across the Cumberland LGA and recruited 3 Place Liaison Officers, to deliver the following:</p> <ul style="list-style-type: none"> ■ Place liaison services across the Cumberland area. ■ Responsive and proactive support to internal and external stakeholders during the COVID-19 pandemic. ■ Essential services to vulnerable Cumberland residents and wider community. This included seniors and people with disability and victims of domestic violence. 	
Deliver economic development initiatives to promote local economic growth	Director Community and Organisation Development	<p>Council created initiatives to promote local economic growth and to support businesses in the Cumberland area. A number of activities and services were undertaken during the financial year, this included:</p> <ul style="list-style-type: none"> ■ Recruited an Economic Development Coordinator. ■ Delivered networking opportunities to Cumberland businesses. ■ Delivered the Business Continuity Program to support Cumberland businesses and residents during the COVID-19 pandemic. The objective of the Program included promoting trade for goods and services in the Cumberland area. Council developed online initiatives of ShopLocal and employed local campaigns. This is designed to encourage local employment and for residents to shop locally and stay safe. ■ Transitioned the Business Support Program to online webinars and COVID-19 specific topics. 	
Deliver the Peacock Gallery and Auburn Artist Studio expansion project	Director Community and Organisation Development	<p>The project remains on-hold due to the cancellation of uncommitted capital funding in February 2020. A scaled back version of the original proposed project outcome is in development, with the balance of architectural design contract fees and other arts funding, being utilised to deliver an amended spatial layout of Peacock Gallery Art Spaces to better support multipurpose uses, including artist studios.</p> <p>The project title has also been amended from Deliver the Peacock Gallery and Auburn Artist Studio Expansion Project to Peacock Gallery Precinct Artist Studio Project. The gallery and studio expansion also contain an approved DA for demolition and initial design concepts.</p> <p>The project was scheduled to be completed for the 2019/20 Operational Period and has been carried forward to the next 2020/21 Operational Period due to a lack of funding.</p>	

2. Roads, Stormwater and Street Cleaning

This service maintains local roads, kerbs, footpaths, stormwater and drainage services around the Cumberland area. The service maintains Cumberland's infrastructure to the highest standard and in a sustainable strategic way. It ensures public places are clean and attractive for the Cumberland community through scheduled cleaning services.

Service Area Performance Measures:

	6.41 km of local roads renewed		697 stormwater pits inspected
	2,218 potholes repaired		100% of maintenance and cleaning of town centres completed
	8.79 km of new footpath constructed under the New Footpath Construction Program		6,233 square metres of graffiti removed
	100% maintenance inspection of CBD/high profile footpaths		8,003 instances of illegally dumped rubbish collected
	93 bridge inspections		45,734 clean up services provided

Program Highlights:

- Council completed the Merrylands Road CBD Streetscape Project.
- Council completed numerous project upgrades, this included:
 - Woodville Golf Course Irrigation Project in March 2020.
 - Central Gardens All Abilities Playground in February 2020.
 - Fairfield Road Park and Tait Street Park Floodlighting in January 2020.
- Council finalised a range of contracts to service infrastructure and community facilities and services, across the Cumberland area. This included:
 - Wentworthville Swimming Centre Contract
 - Flooding Works at McCredie Park Contract
 - Long Term Road Service Contract, to ensure all road infrastructure services are under one contract. This has increased efficiency for Council in areas of cost and improved process flows, resulting to better management.



Project Status Updates:

Key Project	Responsible Officer	Project Status Update	Overall Status
Design and acquisition for Merrylands Ring Road	Director Works and Infrastructure	<p>The project was placed on hold during the 2019-20 period, while Council waits to receive the results from the Cumberland Local Government Area Traffic Study. The development for the Merryland's Town Centre has not occurred. Council is waiting on the developer funds which were supposed to be contributed in the 2019/20 period.</p> <p>In 2019/20 it was decided that the project will commence late into the 2020-21 Operational Plan period.</p>	
Develop Pedestrian Access management Plan	Director Works and Infrastructure	<p>The works for the Pedestrian Access Management Plan project are underway however not completed, as a result the project will be carried forward into the 2020-21 Operational Plan.</p> <p>The preparation of the consultant's brief is in progress. Council has also obtained quotes to complete the Cumberland LGA wide plan.</p>	
Develop Council's Public Place Cleansing Strategy	Director Works and Infrastructure	<p>Project completed in quarter 1.</p> <p>Council developed the Public Place Cleansing Strategy; this was also incorporated with Council's Waste Avoidance and Recovery Strategy and was adopted by Council.</p>	
Widening of Hector Street Bridge, Regents Park	Director Works and Infrastructure	<p>The widening of Hector Street Bridge continues, it commenced in May 2020. Completion is scheduled for October 2020. Other activities undertaken by Council included:</p> <ul style="list-style-type: none"> ■ Working with the Contractor to finalise minor variances with the design works. ■ Managing the tender application process by working with the Federal Government, in response to a shortage of funds. The tender outcomes showed cost exceeded the budget significantly. 	
Widening of Boundary Road / Wolumba Street Bridge, Regents Park	Director Works and Infrastructure	<p>The project was placed on hold while Council waits for the project Hector Street Bridge, Regents Park works to be completed. Further, Council has also finalised the minor variances to the design with the Contractor.</p>	
Stormwater Drainage CCTV Audit	Director Works and Infrastructure	<p>Project completed in quarter 4.</p> <p>The audit of Council's Stormwater Drainage CCTV Audit has been completed. The contractor has cleaned the higher-level hierarchy pipes to carry out CCTV installation. Data has also been processed.</p>	
Merrylands CBD Revisitation Project Development	Director Works and Infrastructure	<p>Works continued developing the Merrylands CBD Revisitation Project Development, including:</p> <ul style="list-style-type: none"> ■ Completion of design documentations for the culvert works. ■ Completion of tender documents for the works to commence. ■ Finalised the Landmark WIKA works. ■ Finalised the land dedication from HB Home Improvements to allow Council to carry out the required road and drainage works. ■ Modifications made to building at 219 Merrylands Road, Merrylands include: <ul style="list-style-type: none"> – Major culverts under the main lane and Addlestone Road. – Local drainage upgrades along Merrylands Road and other local streets and substation relocation to Sarah Daniel Court. 	

3. Parks and Recreation

This service provides an extensive network of accessible and sustainable parks, open spaces, sporting grounds and playgrounds for Cumberland residents and the wider community to play, social and connect with others. Council also maintains local parks and gardens, sporting grounds, golf course, play spaces, hard courts, bush reserves, corridors and streetscapes. This makes up approximately 800 ha of green space in the Cumberland area.

Service Area Performance Measures:

	Four Plans of Management Reviewed		Over 75% occupancy and capacity use for seasonal sporting fields. Saturday cricket was at 100% capacity during quarter 2
	Council attended 8 organisational and network meetings		42 Council representatives attended Sports Club and Local Park Committee meetings during 2019-20
	Total awarded: \$25,000 received for the part time Bio-security Officer position		Council received 1,548 work orders and 1,271 of these were completed

Program Highlights:

- 2019 Award Winner for the NSW Tennis for supporting Tennis (Government) Award.
- Council completed the Auburn Botanical Gardens Entrance works in June 2020.
- A new irrigation system has been installed for the Auburn Botanic Gardens.
- The Central Gardens All Abilities Playground was completed in February 2020.
- Council formalised the Dog Off-Leash area for Little Duck Creek and this is now open to the public.
- The Cumberland Open Space and Recreation Strategy was adopted by Council.



Project Status Updates:

Key Project	Responsible Officer	Project Status Update	Overall Status
Develop a Cumberland Open Space and Recreation Strategy	Director Works and Infrastructure	Project completed in quarter 3. Council has developed the Cumberland Open Space and Recreation Strategy.	
Deliver Wyatt Park Plan of Management	Director Works and Infrastructure	The Wyatt Park Plan of Management has been finalised. During 2019-20 the following activities were undertaken by Council: <ul style="list-style-type: none"> ■ The Native Title Assessment was completed in relation to the <i>Crown Lands Management Act 2016</i>. ■ A Native Title Advice Statement was completed. ■ Operational and technical support was provided to ensure the Draft Wyatt Park Plan of Management aligns to the <i>Crown Lands Management Act 2016</i> obligations. ■ Completed the onsite consultation for the Draft Plan of Management and Masterplan based on consultation feedback. This project was scheduled to be completed in the 2019-20 period however it has been carried forward into the 2020-21 Operational Plan period.	
Complete Granville Park Pavilion and playing surface renewal works	Director Works and Infrastructure	The work on the Granville Park Pavilion commenced on 30 June 2020. The work on the playing surface is awaiting contract signoff. The project was scheduled to be completed in the 2019-20 period and will be carried forward into the 2020-21 Operational Plan period.	
Commence a Parks Plan of Management Review Program	Director Works and Infrastructure	Project completed in quarter 4. Council has completed the Parks Plan of Management Review Program. A Plan of Management Review Strategy has also been completed and prioritised in accordance with internal resourcing.	
Improve customer satisfaction in open space provision and presentation	Director Works and Infrastructure	Project has been placed on hold since quarter 2, 2019-20. This is due to the COVID-19 pandemic and social distancing requirements. As a result, the Customer Satisfaction Survey has been postponed.	
Develop a Cumberland Synthetic Surfaces Plan	Director Works and Infrastructure	Council has completed 70% of the draft Synthetic Surfaces Plan. This included completing internal reviews and minor adjustments to the Draft Synthetic Surfaces Plan Strategy from the Consultant. This project was scheduled to be completed in 2019-20 period however will be carried forward into the 2020-21 Operational Plan period.	
Deliver a Play Space Infrastructure Plan	Director Works and Infrastructure	The project has continued to be placed on hold since quarter 3, 2019-20. This is largely to the extensive community engagement that is required. This presents challenges in the current climate due to the COVID-19 pandemic and Council's budget review process. Council has completed the following activities towards delivering a Play Space Infrastructure Plan: <ul style="list-style-type: none"> ■ Conducted the Playground Asset and Condition Review. ■ Completed the mapping of these assets and location for play spaces in the Cumberland area. ■ The scope and budget has been revised with a decision made to manage the Play Space Infrastructure Plan internally. 	

Key Project	Responsible Officer	Project Status Update	Overall Status
Deliver a range of asset and capital projects for parks and sportsgrounds, inclusive of shade structures, seating, picnic settings, fencing, lighting, cricket wickets and hard courts	Director Works and Infrastructure	Project completed in quarter 4. Council has completed delivering a range of parks and recreation projects across the Cumberland area. Some of these projects included playground renovations, park and sporting ground remediation works. Council has continued to consult with Park Committees to spending s355 funding appropriately.	
Prospect Hill Lookout and Access	Director Works and Infrastructure	It was decided in 2019-20, that this project will be discontinued for the 2020-21 Operational Plan, as there is no funding provided in Council's budget. Council has completed the remediation works for Prospect Hill Lookout. The design package for the Lookout and Access Project has been finalised by Council. It is now with the Minister for approval following consultation with Office of Environment and Heritage, Aboriginal Torres Strait Islander Consultative Committee, and Merrylands RSL. Council has also completed an investigation of issues and provided resolutions in response to the feedback received from the lodgement of application with Heritage NSW.	
Delivery of irrigation to Woodville Golf Course	Director Works and Infrastructure	Project completed in quarter 4. The delivery of irrigation to Woodville Golf Course has been completed during April 2020.	
Develop a plan for the upgrade of all public amenity blocks in Cumberland	Director Works and Infrastructure	The project was placed on-hold due to funding requirements in 2019-20. This project was scheduled to be completed in the 2019-20 period. It has been carried forward into the 2020-21 Operational Plan and will need to get resourcing approval. Council has completed a Draft Parks and Recreational Assets Management Plan during quarter 3, 2019-20. Further, an upgraded plan for the amenity building will be developed in line with Council's Asset Management Plan.	
Develop a Sports Facilities Plan	Director Works and Infrastructure	The project was placed on-hold due to resourcing constraints and updated priorities, which has not taken place in 2019-20. It was further decided that the project will be discontinued for the 2020-21 Operational Plan.	
Commence a Sportsground Plan of Management Review Program	Director Works and Infrastructure	This project was scheduled to be completed in the 2019-20 period and will be carried forward into the 2020-21 Operational Plan period. The following activities have been either undertaken or delivered in preparation for the Sportsground Plan of Management: <ul style="list-style-type: none"> ■ The Plan of Management Preparation Strategy has been completed. This is designed to outline the priorities for Cumberland's sporting grounds. ■ Completion of the Crown Land Plans of Management including Wyatt Park Plan. ■ The Parks and Recreation team has worked with the Procurement Team to complete the tender process. ■ Developed the Generic Sportsground Plan of Management. 	

Key Project	Responsible Officer	Project Status Update	Overall Status
Develop service specifications for all open space maintenance services	Director Works and Infrastructure	Project completed in quarter 3. Council has completed extensive works and worked with consultants to undertake service reviews, across Cumberland's open spaces. In January 2020, Council developed service specifications for all open space maintenances and to ensure they are in line with our processes.	
Deliver an Urban Tree Strategy	Director Environment and Planning	Council has completed a Draft Urban Tree Strategy, and this was placed on public exhibition in June 2020. Council also delivered a range of community engagement activities, which included: <ul style="list-style-type: none"> ■ Selecting consultants for a range of activities. ■ Completed tree surveys across 14 town centres. ■ Facilitated a Community Focus Group. ■ Arranged for Have Your Say's survey to go live in December 2019 and responded to 35 responses. The project was scheduled to be completed for the 2019-20 and will be carried forward into quarter 1, 2020/21 Operational Plan.	
Implementation of Park Management Plan	Director Works and Infrastructure	The Parks Plan of Management is planned for delivery in the 2020-21 operational plan.	
Park Development Plan - Bike Plan	Director Works and Infrastructure	The project was placed on hold, as the scope of this project is yet to be confirmed. Council has been in the process, of considering its availability of resources.	
Deliver a Youth Recreation Facilities Strategy	Director Works and Infrastructure	The project was placed on hold during 2019-20 and was scheduled for a future year of the Delivery Program. This project will no longer take place due to resourcing constraints particularly with funding.	
Delivery of Merrylands Remembrance Park - Howitzer Gun Project	Director Works and Infrastructure	Project completed in quarter 4. This project was proposed as new project in quarter 3. Council has completed the Howitzer Gun restoration project and received grant funding from the NSW Office for Veterans Affairs.	
RAAF Stores Park - RAAF Stores Depot Memorial Plaques	Director Works and Infrastructure	This project was proposed as a new project in quarter 3. Council successfully received Commonwealth grant funding under the Saluting the Service Commemorations Program. The Cumberland RSL sub-branch is a co-contributor to the project and consultation has commenced.	
Prospect Hill - Integrated Interpretation Plan	Director Works and Infrastructure	This project was proposed as new project in quarter 3 and was placed on hold. Council applied to the grant funding partner, the Office of Environment Heritage, to delay implementation until the 2021-22 financial year due to the consideration of available resources and consultative limitations during COVID-19 pandemic.	
Civic Park and Pendle Hill Wetlands Masterplan and Development	Director Works and Infrastructure	This project was proposed as new project in quarter 3. Council has finalised the Draft Master Plan for public exhibition. Council has also commenced the design and specification works.	
Deliver Granville Park Plan of Management	Director Works and Infrastructure	This project was proposed as new project in quarter 3. The draft Granville Park Plan of Management has been completed for Council endorsement to refer to Minister for Crown Lands endorsement, public exhibition and meeting.	

4. Environmental Programs

This service provides a wide range of waste education and environmental initiatives to ensure the long run sustainability of Cumberland's natural environment, as well as engaging children and families in community-focused educational programs. Our programs and initiatives are designed to keep the Cumberland area clean and green.

Service Area Performance Measures:

	16 Community Environmental Workshops held, including the annual Schools Sustainability Expo		1,100 native trees plants were given away to Cumberland residents, at the Cherry Blossom Festival and Wentworthville Community Garden Open Day
	14 native beehives distributed to residents and schools		224 trees planted in public spaces

Program Highlights:

- Keep Australia Beautiful NSW 2019 – Sustainable Cities Award was awarded to Council for The Habitat and Wildlife Conservation Award in relation to the project 'Keeping-in-a-hive Native Beehive Community Program'.
- Keep Australia Beautiful NSW 2019 – Sustainable Cities Award was awarded to Council for Overall Sustainable Cities Award. This award is bestowed upon councils that have successfully undertaken projects and actions in a number of areas of environmental sustainability and social inclusion.
- The Biodiversity Strategy and Environmental Framework was adopted by Council.
- Council endorsed the Draft Sustainability Action Plan and in June 2020 this was placed on public exhibition.
- Council finalised the design works for the UV Smart and Cool Playground Project. This received media recognition and was featured in an ABC TV news story about urban heat.
- Energy and water efficiency measures have continued at Council, with the implementation of a solar audit across Cumberland assets. This included the Power Factor Correction at Ruth Everuss Aquatic Centre and Merrylands Library.





Project Status Updates:

Key Project	Responsible Officer	Project Status Update	Overall Status
Develop and implement Environmental Management Framework	Director Environment and Planning	Project completed in quarter 1. The Environmental Management Framework was adopted by Council in quarter 1 with implementation underway.	
Develop and implement a Biodiversity Strategy and Action Plan	Director Environment and Planning	Project completed in quarter 1. The Biodiversity Strategy was adopted at Council and implementation is underway.	
Develop an Asbestos Management Plan	Director Environment and Planning	Working is progressing on developing a Draft Asbestos Management Plan. Council has recruited an Asbestos Management Officer.	
Develop a sustainability strategy	Director Environment and Planning	Project completed in quarter 4. Sustainability Action Plan was considered by Council and placed on public exhibition in June 2020.	

5. Household Waste and Recycling

The service provides efficient waste collection, regular clean-up services and dedicated collection services for problem and electronic waste types. Council also collects illegally dumped rubbish to keep kerbsides and public spaces tidy. Council ensures the Cumberland area is clean, green, attractive and useable for the community.

Service Area Performance Measures:

	On average 36% of waste are diverted from landfill in the Cumberland LGA		Council responded to 4,983 mobile problem waste collection bookings
	100% of illegal dumping incidents that were reported has been successfully investigated and collected by Council		Council provided 133 waste education workshops and events, and two online workshops
	Council attended to 83 bookings for the Asbestos Collection Program		3,976 residents participated in 135 Waste Education Workshops and Events.
	5.68 tonnes were collected from 83 bookings for the Asbestos Collection Program		

Program Highlights:

- Council received a 'Highly Commended' for the Keep Australia Beautiful NSW 2019 – Sustainable Cities Award for the project 'Reducing Contamination, Increasing Recycling in Multi-Unit Dwellings (MUDS) Initiative'.
- Council delivered the Bin Inspection Program which inspected 11,645 garden and recycling bins for contamination.
- Council's Resource Recovery Engagement Officers audited 1,457 households and 179 managing agent organisations.
- Council commenced a 3-year regional contract with Resource Recovery Australia for the household collection of e-waste and problem wastes. This developed into the 'Mobile Community Recycling Service' and included a partnership with City of Parramatta and Blacktown City Council's.
- Council has continued to promote the Online Waste App for residents to book clean-up collection services, get advice on what Council will collect and to report illegal dumping in the Cumberland area.
- Developed incentives, programs and services that focused on providing illegally dumped rubbish collection and services in the Cumberland area. The activities undertaken during the year included:
 - Regional Illegal Dumping (RID) Officers, Environmental Protection Officers and staff from the Resource Recovery team continuing to meet fortnightly to discuss the planning and implementation of Council's five-year Illegal Dumping Plans and its Actions.
 - Delivered the Western Sydney Regional Illegal Dumping Squad and the Auburn Blitz Campaign, that targeted 16 known illegal dumping hotspot zones. Over a two-day period, Council investigated 63 incidents; 76 instances were instances were material and provided to residence within the Cumberland area; and provided clean up services to 20 bus shelters.

Project Status Updates:

Key Project	Responsible Officer	Project Status Update	Overall Status
Release Council's Residential Waste App for mobile devices	Director Environment and Planning	Project completed in quarter 1. Council completed developing the Residential Waste App for mobile devices. The waste app has been released and residents can now report illegal dumping or book a Council clean-up on their PC or mobile device.	
Explore the viability of enhancing Council's Waste Drop Off Services	Director Environment and Planning	Project completed in quarter 3. Council completed the project with investigating a range of options relating to enhancing Council's waste drop of services.	



6. Children's Services

This service provides quality education and children's services to meet the needs of the child, their families and the community including long day care, preschools, before and after school programs, school holiday programs, occasional care and family day care services. These services supported families to return to the workforce, provide employment opportunities and assist children to develop social skills and early literacy and numeracy, and to be prepared to transition to school.

Service Area Performance Measures:

	100% of Children's Services Education and Care Centres are operating at "meeting or exceeding the National Quality Standards"		Average After School Care utilisation rate for 60 students is 84.71%
	721 children in the Cumberland LGA have transitioned into school		Average After School Care utilisation rate for 120 students is 42.35%
	Average Long Day Care utilisation rate is 95.83%		Average School Holiday Program utilisation rate for 60 students is 66.65%
	Average Before School Care utilisation rate for 60 Students is 48.57%		Average School Holiday Program utilisation rate for 120 students is 33.32%
	Average Before School Care utilisation rate for 120 Students is 24.28%		471 Family Day Care Utilisation – Equivalent Full Timers



Program Highlights:

- First place Award for 'Population Health Promotion – Healthy Children's Initiative' with the Active Play Everyday Initiative.
- There were 17 Education and Child Care Centres that met or exceeded the National Quality Standard.
- Educational Leaders from Council's 17 Education and Care Services completed Cumberland City Council's Professional Learning and Leadership Program that was facilitated by the Western Sydney University.
- Council adopted the Children and Families Strategy 2019-2023.
- Children's Services received \$71,793 in grant funding from the NSW Department of Education for the 2020 Quality Learning Environments Program.



Project Status Updates:

Key Project	Responsible Officer	Project Status Update	Overall Status
Develop and deliver a Professional Development Program that targets specific areas of education and care	Director Community and Organisation Development	<p>Activities through the year included:</p> <ul style="list-style-type: none"> ■ Virtual training provided to educators and team members on the following: <ul style="list-style-type: none"> – Be You training facilitated by Beyond Blue – Child Safe Standards Training by The Office of the Children’s Guardian – Law and Regulations for Approved Providers by Australian Children’s Education and Care Quality Authority (ACECQA) ■ Opportunities for staff to complete Education and Care Traineeships. ■ Provided staff 24 professional development sessions with a total of 80 hours of training delivered to 337 participants in quarter 1. A further, 22 professional development session with a total of 58 hours of training was delivered to 282 participants in quarter 2. ■ Provided staff with First Aid and Child Protection training, as required under the government legislation. ■ Scheduled for upcoming trainings with OOSH setting and CPR. 	
Develop (Implement) a Children and Family Strategy	Director Community and Organisation Development	<p>Project completed in quarter 4.</p> <p>Council developed the Children and Family Strategy 2019-23, responded to eight submissions and implementation of the strategy is underway.</p>	
Provide inclusive programs and activities that support the educational engagement of children and provide pathways into preschool.	Director Community and Organisation Development	<p>As part of the ongoing rolling program of activities supporting the education engagement of children, Children’s Services delivered the following:</p> <ul style="list-style-type: none"> ■ Maintained links with Playgroups NSW and Local Playgrounds to promote education and care once services recommence, due to COVID-19. ■ Prepared hard copy flyers to promote the benefits of early education and care to the broader community. ■ Engaged a group of 15 refugee/CALD women at the Guildford Community Centre and provided their children with a pathway to preschool resulting to greater connection to the community. ■ The Children’s, Youth and Families Team attended 3 large community events providing the importance of early education and care information to approximately 600 families across the Cumberland area. 	

Key Project	Responsible Officer	Project Status Update	Overall Status
Lead the development and implementation of a best practice Child Protection Framework and training model.	Director Community and Organisation Development	<p>Children's Services undertook extensive activities during the year to develop and implement best practices for child protection and training. This included the following:</p> <ul style="list-style-type: none"> ■ Information sharing completed with Liverpool, Inner West and Ryde councils. This also included E-Learning modules, which was shared across all staff and other Councils. ■ Council's webpage was updated to include online safety information for families during the COVID-19 crisis. ■ Reviewed the Child Protection Framework documents, to ensure guidelines and procedures are updated and aligned to current Government legislations. ■ Children's Services jointed a Local Government NSW working party for the Child Protection in a Local Government Setting forum to be in September 2020. ■ Provided organisational child protection training to Council's library staff. ■ Developed a partnership with NSW Health Integrated Violence Prevention and Response Service with establishing resources for the Protective Behaviours Program. This was made available to Education and Care Services across the Cumberland community. ■ Established a Draft National Redress Scheme in response to the Royal Commission into Institutional Child Sexual Abuse. ■ Conducted consultation with Child Abuse Prevention Service on the development of bespoke child protection training to selected staff and roles that directly or indirectly engage in contact with children and young people. 	

Learning at home: Write your name

20/04/2020 by Jessica Pearce



Here is a small video of how you may like to write your name. All children from Cuddly Koala room have been provided with a name card similar to the one seen in the video. You can also create the same at home. It is best that children learn to write with a capital letter at the start and then lower case letters for the rest of the name, as shown. All you need is your name card, paper and a pencil.

Send through your result, let us know how you go in the comments.

From Cuddly Koala room.

Comments

Ayla Patel 3 days ago

Very nice video. We write her name too at home.

Kim Smith 1 day ago

Hi Ayla, Thanks for saying that we are doing really well.

ALDC to promote Learning From Home Initiative

7. Urban Planning and Development

This service makes planning decisions and controls that will ensure the Cumberland LGA will benefit from land planning and infrastructure development. The service provides strategic planning and development services to ensure developments are well coordinated and land use is used in the best way for the Cumberland LGA. These services include coordinating new developments with infrastructure, population and economic growth, such as, innovative land use, transport, green spaces and community facilities.

Service Area Performance Measures:

	<p>Council provided 11 community consultations on urban planning proposals, agreements and policies</p>		<p>On average 20% of development applications received are processed within 40 days</p>
	<p>On average 41% of development applications received are processed within 90 days</p>		<p>91 days is the median processing times for development applications.</p>

Program Highlights:

- Monica Cologna, Executive Manager City Strategy was awarded the Excellence in Leadership for Metropolitan Councils (Individual). Awarded for an outstanding individual contribution and demonstrated leadership in planning and development for the project 'Employment and Innovation Lands Framework'.
- Finalisation and publication of the Cumberland 2030: Our Local Strategic Planning Statement, including a letter of support from the Greater Sydney Commission.
- Completion of public exhibition and work towards finalisation for the new Cumberland Local Environmental Plan (LEP). The LEP is a planning proposal for the Cumberland area. It describes how the provisions of the Auburn, Parramatta and Holroyd LEPs, as they currently apply to the Cumberland LGA, will be consolidated to provide a single planning framework for the Cumberland LGA.
- Completion of public exhibition and work toward finalisation for a new Cumberland Development Control Plan (DCP). The DCP will provide guidance for design and operation of development within the Cumberland LGA to achieve the objectives set in the Cumberland LEP.
- Council adopted the Cumberland Local Housing Strategy. This identifies the key priorities, objectives and initiatives for future planning, delivery and design of housing within Cumberland City. It also outlines how Council will address the housing priorities in the Central City District Plan, Cumberland 2030: Our Local Strategic Planning Statement and the Cumberland Strategic Plan 2017-27.
- Council completed the draft for the Cumberland Affordable Housing Strategy. This strategy identifies the key priorities, objectives and initiatives for the delivery of affordable housing within Cumberland City. These include planning controls that contribute to affordable housing feasibility and deliver; policy initiatives to support the delivery of affordable housing; effective collaboration with key stakeholders; and continued advocacy with all levels of government and the community to facilitate greater provision of affordable housing.
- A Voluntary Planning Agreement (VPA) for the Merrylands East neighbourhood centre has been executed. This VPA will deliver eight affordable housing units (dedicated to Council) and a 2,000 m² public park.



Project Status Updates:

Key Project	Responsible Officer	Project Status Update	Overall Status
Finalise the Cumberland Development Contributions Plan for local infrastructure	Director Environment and Planning	Project completed in quarter 2. The project was completed, and the Cumberland Development Contributions Plan for Local Infrastructure was adopted by Council and came into effect into effect 15 January 2020.	
Progress Town Centre and Precinct Review	Director Environment and Planning	The project is underway with initial analysis continuing on the Town Centres and Precinct Reviews.	
Develop new Cumberland LEP to implement studies and strategies (employment, residential, heritage and bushfire)	Director Environment and Planning	The Draft Cumberland Local Environment Plan (LEP) was endorsed by Council and placed on public exhibition, 1 April 2020. Submissions have been reviewed with recommendations to be considered by Council in mid-2020.	
Development Operations Program (including fire safety, external cladding, awning safety and swimming pools)	Director Environment and Planning	The Development Operations Program is underway, with the following activities undertaken during the year: <ul style="list-style-type: none"> ■ Cladding: Council has continued to partner with NSW Cladding Task Force, under the Better Regulation Division of the NSW Department of Customer Service. All premises whose owners self-identified as containing combustible cladding have now been inspected. Appropriate regulatory action is being processed. ■ Fire Safety: Council has partnered with Fire and Rescue NSW in relation to educational materials to advice residents of the fire safety issues associated with high-rise apartment living. ■ Swimming Pools: Council has continued to investigate complaints of defective swimming pool barriers, as per statutory requirements under the <i>Swimming Pools Act 1992</i>. ■ Awning Safety: Council has provided letters and fact sheets to property owners regarding their obligations on awning safety. 	
Prepare Wentworthville Public Domain Upgrade Plan	Director Environment and Planning	Project completed in quarter 4. Council adopted the Wentworthville Public Domain Plan.	



8. Regulatory Programs

This service regulates and enforces health and safety standards across the Cumberland LGA by enforcing local laws, regulations, policies and guidelines.

Service Area Performance Measures:

	100% of complaints received by Council about unauthorised building works are responded to		100% of complaints completed for abandoned vehicles
	Council's Swimming Pool Inspection Program completed 134 inspections		100% of complaints completed for illegal dumping
	100% of food premises inspected and completed under Council's Food Surveillance Program are compliant		100% of complaints completed for parking compliance
	100% of skin penetration premises inspected are completed and compliant, under the Council's Public Health Surveillance Program		Council attended to 16 registered dangerous dogs; 10 restricted dogs and 18 menacing throughout the Cumberland LGA

Program Highlights:

- Winner - Environmental Health Australia (NSW) Inc 2019 Award for the NSW Environmental Health Team of the Year 2019-20 and NSW Environmental Health Professional of the Year 2019-20.
- Finalist to the 2019 Award – NSW Food Authority for local Council of the Year with the project 'Book a Court System'. The nomination was based on the achievements of Councils Environmental Health Team with the delivery of its Food Surveillance programs.
- Council completed the temporary Animal Holding Facility at the Auburn Depot.
- Council adopted the following policies and guidelines:
 - Companion Animal Policy
 - Cumberland Compliance and Enforcement Policy and Guideline
 - Cumberland Environmental Health Strategy
- The Environmental Protection Team participated in the Parramatta River Catchment Group led 'Get the Site Right' Campaign during October 2019, inspecting 62 buildings sites.
- The Environmental Health Team inspected all temporary food stalls for the Diwali Street Festival.

Project Status Updates:

Key Project	Responsible Officer	Project Status Update	Overall Status
Develop the Cumberland Environmental Health Strategy	Director of Works and Infrastructure	Project was completed in quarter 1. Council adopted the Cumberland Environmental Health Strategy.	

9. Libraries

This service provides a network of eight modern and well-resourced libraries to promote community learning with educational, recreational and development programs for the Cumberland community. The service has provided a one-stop-shop information hub for the community to learn, relax, meet up and borrow a range of resources in a friendly environment.

Service Area Performance Measures:

	Provided public computers to 122,620 public library PC users		Cumberland's library network attracted more than 709,385 visitors
	Provided free wi-fi access to 247,848 users		509,116 loans for new books and items
	9,553 new library members		2,692 library programs delivered for 27,851 attendees

Program Highlights:

- The Library Services Team completed the following activities during the year:
 - Successfully launched the Summer Reading Club
 - Hosted celebrations across the Cumberland LGA for Mother Language Day
 - Implemented an online staff roster system
 - Conducted the Branch Library Space Assessment
 - Completed the Work Health and Safety (WHS) inspections for all branch libraries
 - Provided technology training, the Mandarin Tech Savvy Seniors classes
- Provided an Outreach Engagement to commuters at rail train stations, library staff spoke to train commuters about eCollections and how it can be used with their daily commute travels. A total of 200 commuters participated.
- Book Week was celebrated during August 2019 and a total of 3,853 students participated from over 10 schools.





Project Status Updates:

Key Project	Responsible Officer	Project Status Update	Overall Status
Granville Multipurpose Facility - Branch Library Component	Director Community and Organisation Development	<p>Project completed in quarter 2.</p> <p>Council has completed the branch library component for the Granville Multipurpose Facility.</p>	
Library Digital Literacy Programs	Director Community and Organisation Development	<p>Project completed in quarter 3.</p> <p>The Library Digital Literacy Programs project was completed. Library Services provided the following programs:</p> <ul style="list-style-type: none"> ■ Tech Savvy Seniors' Programs, this was also extended into a number of languages. ■ Tax Assistance Program to assist the community with their digital literacy. ■ Extended the Digital Dabblers and Citizenships Practice Programs. 	
Library procedures and operations review	Director Community and Organisation Development	<p>Project completed in quarter 4.</p> <p>Library Services has completed the project off reviewing procedures and operational reviews across the 8 libraries in the Cumberland LGA. This also included:</p> <ul style="list-style-type: none"> ■ Assessing the reviews received on Council's branch libraries. ■ Monitoring reviews of branch libraries spaces and collections. ■ Reviewing and updating customer-faced procedures associated with library services. ■ Updated library services collections, donations and public technology procedures. 	
Harmonisation of Library Opening Hours	Director Community and Organisation Development	<p>Project completed in quarter 4.</p> <p>Library Services has completed the Harmonisation of Library Opening Hours project. Library Services has also phased the reopening of libraries and will continue to do so until final opening harmonisation at the end of quarter 1, 2020/21.</p>	

10. Pools

This service provides a range of aquatic and recreational facilities to the Cumberland LGA. This service operates five pools located at Lidcombe, Merrylands, Granville, Guildford and Wentworthville. It also provides swimming programs, sporting events and family leisure activities to promote the health and well-being of the community.

Service Area Performance Measures:

	100% of water quality tests completed for Council's pools are compliant		221,933 visitors to Council's swimming pools and Auburn Ruth Everuss Aquatic Centre
	No workplace near misses and safety incidences were reported at Council's Pools		Subsidy per attendance at Council's pool ranged from \$7.49 per person to \$14.75 per person
	40,969 attendees at Council's Learn to Swim Program		

Program Highlights:

- Council has implemented the direct debit system for its pool services.
- Demolition and earthworks for the Wentworthville Memorial Swim Centre was completed during September 2019.
- The design works and documentation for Guildford Swim Centre has been completed.

Project Status Updates:

Key Project	Responsible Officer	Project Status Update	Overall Status
Modernisation of swim centres	Director Works and Infrastructure	Project completed in quarter 4. Council has completed the modernisation of swim centres across the Cumberland LGA. The Wentworthville Swim Centre modernisation works are progressing, and the completion date is scheduled for January 2021. This is due to the COVID-19 crisis.	



11. Governance and Administration

This service has been responsible for maintaining a transparent relationship with ratepayers through robust leadership underpinned by a foundation of good governance. The Governance Unit has overseen the operations of Council to ensure that decision making is transparent and accountable, and that organisational activities are honest and free from fraud or corruption.

Service Area Performance Measures:

	On average 75.89% of Council's Customers calls are answered within 60 seconds		100% of business papers and meeting minutes published on time
	100% of compliance completed with Office of Local Government statutory reporting		100% of compliance with Integrated Planning & Reporting legislative requirements
	100% of Access to Information Applications (GIPA Act) completed within timeframe		100% of Council meetings livestreamed and widely accessible to public
	100% of Tier One Complaints resolved within 15 days		

Program Highlights:

- Finalist for the 2019 Award – National Local Government Customer Service Network. The Customer Excellence Team was listed as a finalist for the 2019 National Customer Service Excellence Award.
- Cumberland's Community Satisfaction Survey showed an increase in community satisfaction across majority of Council service areas. This is the first year Cumberland was in line with the NSW Metropolitan Council benchmarks for the overall satisfaction score.
- Council's Voice of the Customer Survey saw an increase in satisfaction with Council's responsiveness and quality of services provided to the community.
- Council finalised the implementation of the Project Management Framework. This will improve Council's control and governance of projects over time.
- The replacement of the cladding and ancillary works for Auburn Civic Centre Rectification has been completed.
- Council completed the development of the Quality Assurance Program for the Customer Service Team and has been currently implemented during the year.
- The Performance Development System has been implemented across Council. Staff will be able to continuously review and receive performance feedback and receive training, to allow optimum performance across Council.
- A random Drug and Alcohol Testing Program has been implemented. This will enable Council to meet its duty of care across the community and organisation by ensuring staff are working in a safe manner.
- Council has successfully tested the Business Continuity Plan.

Project Status Updates:

Key Project	Responsible Officer	Project Status Update	Overall Status
Develop an ongoing Councillor Professional Development Program	Director Finance and Governance	Project completed in quarter 1. Council has developed and finalised the Councillor Professional Development Programs for all Councillors in this Council Team.	
Develop a robust governance framework underpinned by principles of transparency and accountability	Director Finance and Governance	Project completed in quarter 4. Council completed the Governance Framework document, and is scheduled to be reported to the Audit, Risk and Improvement Committee in August 2020 for feedback. This document has demonstrated the links between Council's Code of Conduct and respective policies.	
Implement dedicated rolling community engagement programs that create an ongoing conversation between Council and the community	Director Community and Organisation Development	Project completed in quarter 4. Council's Community Engagement Programs project has been completed. During COVID-19, the planned face to face interactions were replaced with online presence and one-to-one phone calls. The engagement programs were designed to build and maintain ongoing connection between Council and the community, including Connecting Cumberland Communities during COVID-19, Share Your Stories, and links to resources. Prior to COVID-19, the Community Engagement Programs included: <ul style="list-style-type: none"> ■ Have Your Say projects on Council's website ■ Community Pop Ups ■ Meet Your Councillor opportunities scheduled for each ward 	
Link developed between Council's Integrated Planning and Reporting website and the data systems Council uses for performance reporting.	Director Community and Organisation Development	This project is underway with implementation scheduled to occur by September 2020. Once implementation is completed, work will be underway on website integration for reporting data. The reporting of data will include information across Council, corporate reporting and key statistics in relation to performance measures and projects.	
Conduct an extensive community engagement program to underpin the development of the End of Term Report and inform the four - yearly review of the Community Strategic Plan	Director Community and Organisation Development	Work is continuing for the project and has been postponed for another 12 months due to change in date for the local government elections, as a result of COVID-19. This Community Engagement Program was supposed to take place in quarter 4, 2019-20. The engagement was to contribute to the review and preparation for the End of Term Report 2017-21 and the Cumberland Community Strategic Plan 2017-27.	

Key Project	Responsible Officer	Project Status Update	Overall Status
Undertake and report an annual Community Satisfaction Survey to measure our progress towards the community vision in the Community Strategic Plan	Director Community and Organisation Development	<p>Project completed in quarter 1.</p> <p>This project is completed. The annual Community Satisfaction Survey was completed in 2019 and was undertaken by an external contractor. The survey gauges community perceptions towards Council services and facilities with an emphasis on satisfaction with Council activities. This year the overall satisfaction of Council increased, with 88% of residents now at least somewhat satisfied with the overall performance of Council. The best result ever achieved for Cumberland City Council.</p>	
Develop and implement the Think Local, Buy Local Program	Director Finance and Governance	<p>The Think Local, Buy Local Program continues to be implemented with the following activities undertaken:</p> <ul style="list-style-type: none"> ■ Implemented a new e-procure tendering platform. As a result, local businesses have been contacted Council to register in preparation for the eProcure rollout. This platform will ensure that procurement activities in Council are conducted within a transparent manner. ■ A Procurement Policy is currently being developed, outlining Council's position on Local Performance Procurement opportunities. <p>During the 2019-20 period, Council decided to discontinue the project for 2020-21 due to Council undertaking a range of initiatives to support local businesses (e.g. there is dedicated business support website). COVID-19 has also placed constraints on Council's budgets and Council needs to proceed with the best and lowest cost quotations received when undertaking procurement activities.</p>	
Investigate joint purchase opportunities with neighbouring councils	Director Finance and Governance	<p>Project completed in quarter 4.</p> <p>The project is completed with the following activities and initiatives undertaken by Council:</p> <ul style="list-style-type: none"> ■ Established a Western Sydney Procurement Focus Group with Blacktown, Fairfield, Liverpool, Parramatta and Penrith Councils. The purpose of this focus group was to explore potential regional opportunities. ■ Arranged for Contract Management Workshops to be held. ■ Arranged for planning day meetings to occur. The purpose of these meetings was to discuss the opportunities on how to collaborate with neighbouring Council in relation to joint purchases. ■ Investigated and resolved the implementation of a Power Purchase Agreement, through buying power with other Western Sydney Regional Organisation of Councils (WSROC). ■ Council resolved to participate in the Local Government Procurement (LGP) contract for electricity, which included over 70 Councils. 	
Undertake an annual Customer Satisfaction Survey in conjunction with other feedback to measure Council's progress in delivering excellent customer experience outcomes	Director Community and Organisation Development	<p>Project completed in quarter 1.</p> <p>Council has completed the annual Customer Satisfaction Survey and received positive results. The Mystery Shopper results showed an increase in satisfaction with Council's frontline services. Council has also completed the Voice of the Customer Report.</p>	

Key Project	Responsible Officer	Project Status Update	Overall Status
Provide new and improved customer online services through the delivery of an online Customer Portal platform, including a fully integrated Customer Request Management (CRM) system	Director Finance and Governance	<p>Project completed in quarter 2.</p> <p>Council has completed the project to deliver an online Customer Portal Platform, and the Customer Request Management (CRM) system. This is a fully integrated CRM and Customer Portal (TechnologyOne and eServices) that has replaced the legacy land information systems of Pathway (Auburn) and Authority (Holroyd).</p> <p>As part of Council's continuous improvements, further processes and reporting enhancements will be continued to the CRM and Customer Portal.</p>	
Develop and commence implementation of a Customer Experience Strategy, setting Council's setting Council's Customer experience focus for 5 years	Director Community and Organisation Development	<p>The project remains on track for completion with the following activities undertaken by the Customer Experience Team:</p> <ul style="list-style-type: none"> ■ Completed a project to improve and expand access to Council services by creating a new landing page platform linking all our online eServices in a user-friendly format. ■ Dashboards for RM, ECM and application processing are in final stages of production. ■ The benchmarking exercise for the Customer Experience Strategy has been completed. ■ Completion of a centralised repository for updated Council Forms and Factsheets. ■ Development of a Customer Service on boarding Manual, Participation in External Benchmarking Program and Improve Online Self Service. ■ Development of a Formal Customer Service and Complaints handling process, and a reporting framework identifying adherence to set service level standards. 	
Implement a Sponsorship Policy and Program to govern incoming and outgoing sponsorship	Director Community and Organisation Development	<p>Project completed in quarter 4.</p> <p>The project is completed. \$47,000 incoming sponsorship was received for the 2019/2020 financial year. This number was affected by the COVID-19 virus that saw the remainder of the events for 2019 financial year cancelled. \$25,000 outgoing sponsorship was funded to the Cumberland Local Business Awards with \$25,000 remaining unallocated and put towards savings.</p>	
Auburn Civic Centre Rectification	Director of Works and Infrastructure	<p>Project completed in quarter 3.</p> <p>The Auburn Civic Centre rectification works has been completed.</p>	
Develop and commence a Quality Assurance Program for Council's Customer Service Team	Director Community and Organisation Development	<p>Project completed in quarter 3.</p> <p>The project is completed. Council has developed a Quality Assurance Program for the Customer Service team. Reporting has been provided as part of the Customer Service Reporting requirements.</p>	

12. Community Facilities and Property

The service provides Cumberland residents and the wider community access to a larger number of community facilities to deliver social, cultural and recreational programs for use. These facilities include multipurpose community centres, arts and cultural facilities, halls and meeting rooms.

Service Area Performance Measures:

	<p>4,816 of ECM Booking tasks received, with an average 94.75% completion rate</p>		<p>In quarter 3, 91% of responses are "Satisfied" with access to Community Centres and Facilities</p>
	<p>In quarter 2, 90% Community Satisfaction levels met for all Council Community Centres and Facilities</p>		<p>Booking enquiries received over 19,194 emails and 821 calls for all Community Centres and Facilities</p>
	<p>In quarter 3, 88% of responses are "Satisfied" with the quality of Council's Community Centres and Facilities</p>		<p>During quarter 1 and quarter 2, Council reviewed 100% of its Service contracts</p>

Program Highlights:

- Council's Booking System is now completed, this also included updating Council's terms and conditions. This has provided consistency and clarity across the community for booking venues, sporting grounds and community centres and buildings. Council's Booking System's has transitioned all tennis court hires, as well as parks and recreational facilities.
- All of Council's tennis court hirers are now online with the new booking system. As a result, Council has recovered \$33,966 in outstanding court hire fees.
- Council adopted the Large Display Commercial Advertising Policy which governs commercial billboard advertising and, outlines when and where it is appropriate to advertise. Council commenced the tender process for large billboard advertising. The revenue generated from these advertising opportunities will be invested into the Cumberland community for improvements to its existing services and facilities.
- Council has successfully acquired 44 Killeen Street, Auburn for future expansion and upgraded Progress Park and 72 Edgar Street, Auburn for future expansion of playing fields as part of the Webs Avenue Playing Fields Master Plan. These properties were acquired in accordance with Council's strategy to provide additional local public open space for the community.



The Holroyd Centre

Project Status Updates:

Key Project	Responsible Officer	Project Status Update	Overall Status
Develop Property Strategy	Director Finance and Governance	<p>Project completed in quarter 3.</p> <p>Council has adopted the Property Strategy and achieved the following:</p> <ul style="list-style-type: none"> ■ Provided a direction for Council with its strategic property holdings, and how Council can best utilise the property to fund essential services. ■ Created an alignment with Council's delivery of Services and the Cumberland Community Strategic Plan 2017-27. ■ It ensured Council's property holdings are achieving optimal usage and utilisation. ■ It ensured Council's property holdings are supportive of Council's Property Policy. 	
Deliver the Granville Multipurpose Community Facility	Director Community and Organisation Development	<p>The new Centre is nearing completion and due to open in September 2020. Planning has continued for operation of the new co-located community hub and Council has continued community engagement with local services, artists and residents interested in using the facility when it opens.</p> <p>This project was scheduled to be completed in the 2019-20 period and will be carried forward into the 2020-21 Operational Plan period. COVID-19 has impacted how Council conducts community engagement activities with local services, artists and residents.</p>	
Establish the Guildford Community Centre's 'one-stop-shop' facility	Director Community and Organisation Development	<p>DA approval was finalised enabling the Community Centre to extend its operating hours and increase utilisation once public health restrictions allow the Centre to reopen in July. New signage is currently being installed at the Centre.</p> <p>Since the one-stop management model's introduction to Guildford Community Centre, there has been an increase of:</p> <ul style="list-style-type: none"> ■ Regular hirers ■ Casual hirers ■ New programs operating from the Centre 	
Design and construction of amenities and grandstand at C V Kelly Park	Director Works and Infrastructure	<p>Project no longer taking place.</p> <p>The project was discontinued in the financial year 2019-20 due to resourcing constraints and updated priorities. As a result, the project will no longer take place.</p>	

DEVELOPMENT OF KEY STRATEGIC DOCUMENTS

In 2019-20 period, Cumberland City Council adopted a suite of guidelines, policies, procedures, plans and strategies. Some of these documents are listed below and included:

- Access and Equity Policy
- Charity Collection Bin Policy
- Compliance and Enforcement Policy
- Compliance and Enforcement Guidelines
- Community Grants and Donations Policy
- Councillors and Staff Interaction Policy
- Cumberland Biodiversity Strategy 2019
- Cumberland Children and Families Strategy 2019-2023
- Cumberland Community Facilities Strategy 2019-2029
- Development Control Plan
- Design Excellence Panel Policy
- Environmental Health Strategy
- Environmental Management Framework 2019
- Emergency Relief Guidelines
- General Manager Expenses and Facilities Policy

- Large Display Advertising Policy
- Local Environmental Plan
- Mobile Food Vending Vehicle Policy
- Our Cumberland 2030: Local Strategic Planning Statement
- Privacy Management Policy
- Risk Management Policy
- Sister City and Friendship City Policy
- Seniors Units for Independent Living Policy
- Statement of Business Ethics
- Environmental Health Strategy
- Verge Mowing Policy
- Volunteers Policy

The significant plans and strategies developed and adopted by Council and implemented during the 2019-20 period are highlighted in the following sections. This included the Cumberland 2030 Local Strategic Planning Statement, Employment and Innovation Lands Strategy, Cumberland Housing Strategy, Biodiversity Strategy and Waste and Resource Recovery Strategy.

THE CUMBERLAND 2030 LOCAL STRATEGIC PLANNING STATEMENT

One of the most significant achievements of 2020 was the development of *The Cumberland 2030 Local Strategic Planning Statement (LSPS)*. The statement was adopted at council in February 2020. It is underpinned by the four key themes from the Greater Sydney Plan and the Central City District Plan. These priorities include:

1. Infrastructure and collaboration - Getting around: access and movement
2. Liveability - Place and spaces for everyone: housing and community
3. Productivity - Local jobs and businesses: economy, employment and centres
4. Sustainability - The great outdoors: environment and open spaces

The LSPS identifies local planning priorities which collectively provides the key ingredients of a highly liveable, environmentally sustainable and social diverse urban area for the Cumberland area. Each planning priority is supported by actions which specify what Cumberland City Council will do to address the priority and give effective to the District Plan. Each action has a delivery time frame, either short term (0-2 years), medium term (3-7 years), long-term (7 + years), or ongoing which will be monitored and reported.

Cumberland LGA Key Trends

The Cumberland area presents the following trends below and has been addressed in Council's performance during 2019-20 period through the delivery and continuous implementation of key projects and programs.

Changing Population

Cumberland's population from 2016 to 2036 is forecast to increase 78,765 persons (34.84% growth), at an average annual change of 1.51%. Suburbs in the Cumberland area that are anticipated to experience the highest growth:

- Wentworthville: 7,071 persons (3.31% growth)
- Auburn (North): 10,424 persons (3.18% growth)
- Pendle Hill: 5,195 persons (3.16% growth)
- Lidcombe (North): 7,396 persons (2.70% growth)
- Merrylands (Holroyd): 16,388 persons (2.06% growth).

Housing and Dwellings

Population growth is expected to increase the number of households and dwellings in the Cumberland area. Below presents a summary of the results of Cumberland's forecast population, households and dwellings in the area the period 2016 to 2036.

Forecast population, households and dwellings

Cumberland LGA	Forecast year				
	2016	2021	2026	2031	2036
Summary					
Population	226,052	260,173	279,636	293,373	304,811
Change in population (5yrs)		34,121	19,463	13,737	11,438
Average annual change		2.85%	1.45%	0.96%	0.77%
Households	71,366	82,078	88,926	94,107	98,574
Average household size	3.15	3.15	3.12	3.10	3.07
Population in non-private dwellings	1,523	1,865	1,960	2,095	2,145
Dwellings	72,991	84,211	91,401	96,827	101,510
Dwelling occupancy rate	97.77	97.47	97.29	97.19	97.11

(Source: <https://forecast.id.com.au/cumberland/population-households-dwellings>; Population and household forecasts, 2016 to 2036, prepared by .id, the population experts, September 2017.)

Infrastructure

The Cumberland area is well serviced by rail, bus network and connected to key roads, such as the M5 Motorway and Parramatta Road. Population growth will likely result to traffic congestion and the community experiencing issues with accessing car parking spaces.

Council is contributing to the vision of a 30-minute city by continuing to support and implement local plans to improve transport accessibility, connect Cumberland's centres and support centres through placed-based planning the provides opportunities to grow and evolve over time.



Cumberland 2030 Local Planning Strategic Statement

GETTING AROUND: ACCESS AND MOVEMENT

Status 2020: Progressed:  Programmed:  Ongoing: 

Local Planning Priorities	Cumberland 2030 Actions	Status 2020	Comments
1 – Strengthening Cumberland’s position in the District through collaboration Alignment to Central City District Plan Priority – C2, C8	(i) Continue to collaborate with government, industry, and community stakeholders to deliver Cumberland’s land use outcomes - ongoing		Ongoing activities being undertaken in this area.
	(ii) Work with Transport for NSW and surrounding councils to investigate the feasibility and timing of the delivery of infrastructure identified in Future Transport 2056, such as future freight and mass transit corridors - ongoing		Ongoing activities being undertaken in this area.
	(iii) Collaborate with Transport for NSW, adjoining councils and relevant state agencies and statutory authorities to improve regional and local transport links particularly frequency of rail services, buses, cycling and walking - ongoing		Ongoing activities being undertaken in this area.
	(iv) Work with Local Aboriginal Land Councils to ensure their needs are identified and considered – ongoing		Ongoing activities being undertaken in this area.
2 – Advocating for a range of transport options that connect our town centres and employment hubs, both locally and to Greater Sydney Alignment to Central City District Plan Priority – C7, C8, C9, C10	(i) Advocate for improvements to transport infrastructure and services, including: <ul style="list-style-type: none"> ■ faster and more frequent train services - short and medium term ■ high capacity turn-up-and-go bus services on the Liverpool to Parramatta T-way - short and medium term ■ improved access to Westmead – short and medium term ■ improved access to key employment lands precincts at Smithfield, Yennora and Pemulwuy – short and medium term ■ targeted road improvement to support safe and reliable journeys – short and medium term ■ opportunities for additional commuter car parking at stations – short and medium term ■ restore train services on the Inner West Line and Liverpool/Bankstown to City via Regents Park Line – short and medium term. 		Mayoral letter to the Minister for Transport and Roads (July 2019) seeking support to transport initiatives in the Cumberland area, including: <ul style="list-style-type: none"> ■ restoration of train services ■ extension of planned metro and light rail projects to Cumberland ■ better integrated transport services Collaboration with TfNSW, DPIE, City of Parramatta Council and other relevant agencies on Westmead Strategic Precinct, including integration of city rail, light rail, metro and bus services.

Local Planning Priorities	Cumberland 2030 Actions	Status 2020	Comments
	(ii) Advocate for improved transport options for Cumberland, including: <ul style="list-style-type: none"> ■ new city-shaping regional transport corridors that serve Cumberland's commuters – short and medium term ■ safe and reliable road network for all users - short and medium term ■ new transport technologies are used effectively to help achieve our objectives - short and medium term 		Completion of strategic planning work to support external advocacy and inform detailed capability studies.
	(iii) Support investment in infrastructure and services where it will create the greatest impact – especially where it will provide 30 minute access for more people to major centres - ongoing		Ongoing activities being undertaken in this area.
	(iv) Support greater walking and cycling in the Cumberland area, including targeted investments to support access to centres, corridors, and public transport services - short and medium term		Draft Community Wellbeing Report being prepared to monitor progress towards achieving Council's priorities and advocate with the community on issues of importance.
	(v) Connections of parks and cycle ways within the District and adjoining local government areas - short and medium term		Work to programmed.
3 – Aligning local infrastructure delivery with planned growth Alignment to Central City District Plan Priority – C1	(i) Implement the new consolidated infrastructure contributions plan for Cumberland, to ensure that new infrastructure is aligned with forecasted growth and meets the changing needs of the Cumberland community – short and medium term		Cumberland Local Infrastructure Contributions Plan adopted by Council on 18 December 2019, to come into effect on 15 January 2020.
	(ii) Continue to work with government, industry, and community stakeholders to align local infrastructure delivery with planned growth – ongoing		Ongoing activities being undertaken in this area.
	(iii) Actively encourage the shared use of land and facilities, including schools, where it will not reduce the existing availability of public open space for general community use - ongoing		Ongoing activities being undertaken in this area.
	(iv) Investigate and develop innovative funding mechanisms for the delivery of local infrastructure – short and medium term		Work to programmed.

Local Planning Priorities	Cumberland 2030 Actions	Status 2020	Comments
4 – Improving accessibility within our town centres Alignment to Central City District Plan Priority – C4, C5	(i) Advocate for improved transport options for Cumberland’s vibrant centres to support walking, cycling and public transport access – short and medium term	●	Draft Community Wellbeing Report (being prepared) to monitor progress towards achieving Council’s priorities and advocate with the community on issues of importance.
	(ii) Work collaboratively with the Greater Sydney Commission, State Government and other stakeholders to implement the ‘movement and place’ framework when undertaking planning for local centres and key road corridors, and deliver social infrastructure, high quality public domain and local open space – ongoing	●	Ongoing activities being undertaken in this area.
	(iii) Provide for a range of retail, commercial, community uses in town centres to provide services for the community and local employment opportunities in accordance with adopted plans and strategies – ongoing	●	Ongoing activities being undertaken in this area.
	(iv) Plan for suitably designed spaces in retail and commercial areas that cater to freight and logistics operations, including last mile delivery and logistics – ongoing	●	Ongoing activities being undertaken in this area.



Improving accessibility within the Cumberland area

PLACES AND SPACES FOR EVERYONE: HOUSING AND COMMUNITY

Status 2020: Progressed:  Programmed:  Ongoing: 

Local Planning Priorities	Cumberland 2030 Actions	Status 2020	Comments
5 – Delivering housing diversity to suit changing needs Alignment to Central City District Plan Priority – C5	(i) Prepare and implement a Local Housing Strategy for Cumberland – short term		Cumberland Local Housing Strategy adopted by Council on 17 June 2020.
	(ii) Review planning controls to ensure housing meets current and future needs – short and medium term		Work to programmed.
	(iii) Facilitate the planned residential growth of Cumberland, consistent with the Centres Framework – ongoing		Council adopted a strategic planning work program for centres and corridors, to commence later in 2020.
6 – Delivering affordable housing suitable for the needs of all people at various stages of their lives Alignment to Central City District Plan Priority – C5	(i) Complete studies on affordable housing considerations for Cumberland – short term		Draft Cumberland Affordable Housing Strategy and supporting background study documents publicly exhibited in July and August 2020. Council officers are currently reviewing submissions and will provide a further report to for consideration by Council.
	(ii) Review the Interim Affordable Housing Policy to ensure this continues to support affordable housing outcomes in Cumberland – short term		Work identified in draft Affordable Housing Strategy for completion.
	(iii) Identify opportunities to support the planning and delivery of affordable housing in Cumberland – short and medium term		Work to programmed.
	(iv) Promote and encourage investment in/increased supply of affordable housing by the public, private and community sectors – ongoing		Ongoing activities being undertaken in this area.
	(v) Adopt effective planning mechanisms and policies that increase the supply of affordable housing in Cumberland – medium term		Work to programmed.
7 – Designing vibrant and attractive town centres Alignment to Central City District Plan Priority – C4, C5, C6	(i) Implement the Cumberland Design Excellence Panel to support improved design outcomes for buildings at key centres – short and medium term		Cumberland Design Excellence Panel Policy adopted August 2019 and updated in August 2020.
	(ii) Progress planning and development work that support vibrant and attractive centres – short and medium term		Strategic planning work program for centres and corridors adopted July 2020.
	(iii) Promote and encourage walkability through a connected pedestrian network which includes safe and improved crossings, wayfinding signage, shade, and seating – ongoing		Ongoing activities being undertaken in this area.
	(iv) Planning for renewal and revitalisation of Cumberland’s local centres – ongoing		Ongoing activities being undertaken in this area.

Local Planning Priorities	Cumberland 2030 Actions	Status 2020	Comments
8 – Celebrating our natural, built, and cultural heritage Alignment to Central City District Plan Priority – C6	(i) Support Cumberland’s natural, built, and cultural diversity through Council’s strategies, plans and programs, including protecting listing under the Cumberland Local Environmental Plan and the State Heritage Act – ongoing		Ongoing activities being undertaken in this area.
	(ii) Continue to promote appreciation and conservation of Cumberland’s heritage through Council’s annual Heritage Awards and Heritage Rebate Programs – ongoing		Ongoing activities being undertaken in this area.
	(iii) Implement the Cumberland Cultural Plan – short and medium term		Implementation of the Cumberland Cultural Plan underway
	(iv) Investigate opportunities to foster creative participation throughout Cumberland – ongoing		Ongoing activities being undertaken in this area.
	(v) Progress heritage studies on potential new items for consideration – short term		Work underway in investigating potential new heritage items for consideration
	(vi) Continue engagement and collaboration with Council’s committees – ongoing		Ongoing activities being undertaken in this area.
	(vii) Identify Aboriginal Cultural Heritage values and opportunities to protect and celebrate their values – ongoing		Ongoing activities being undertaken in this area.
9 – Providing high quality, fit-for-purpose community, and social infrastructure in line with growth and changing requirements Alignment to Central City District Plan Priority – C3, C4	(i) Implement the Cumberland Community Facilities Strategy – short, medium, and long term		Implementation of the Cumberland Community Facilities Strategy underway
	(ii) Delivering the capital works program for Community Facilities, such as the Granville Centre and Auburn South Community Centre – short and medium term		Granville Centre officially opened on 1 September 2020.
	(iii) Collaborate with the Department of Education, NSW Health and private providers to plan for and deliver improved schools and hospitals to meet the needs of the Cumberland area – ongoing		Ongoing activities being undertaken in this area.
	(iv) Support Cumberland’s community and social infrastructure through Council’s strategies, plans and programs – ongoing		Ongoing activities being undertaken in this area.

LOCAL JOBS AND BUSINESSES: ECONOMY, EMPLOYMENT AND CENTRES

Status 2020: Progressed:  Programmed:  Ongoing: 

Local Planning Priorities	Cumberland 2030 Actions	Status 2020	Comments
10 – Supporting a strong and diverse local economy across town centres and employment hubs Alignment to Central City District Plan Priority – C7, C8, C10	(i) Advocate Merrylands as a Strategic Centre in recognition of its planned size, diversity of activities, connections to transport and the supporting role it plays to Greater Parramatta – short term		Completion of strategic planning work to support external advocacy and inform further work as required.
	(ii) Support business and industry as important element of our local economy and culture – ongoing		Ongoing activities being undertaken in this area.
11 – Promoting access to local jobs, education opportunities and care services Alignment to Central City District Plan Priority – C11	(i) Continue to promote access to local jobs, education opportunities and care services through Council’s strategies, plans and programs – ongoing		Ongoing activities being undertaken in this area.
12 – Facilitating the evolution of employment and innovation lands to meet future needs Alignment to Central City District Plan Priority – C11	(i) Implement the Cumberland Employment and Innovation Lands Strategy – short and medium term		Cumberland Employment and Innovation Lands Strategy adopted by Council in May 2019.
	(ii) Update planning controls to support employment and innovation lands in Cumberland – short term		New Cumberland Local Environmental Plan and Cumberland Development Control Plan informed by employment and innovation land planning framework.
	(iii) Work with relevant Government agencies to ensure the long-term future of the Yennora Intermodal Terminal – ongoing		Ongoing activities being undertaken in this area.
	(iv) Promote Clyde Intermodal Terminal and Clyde Transfer Terminal as a critical function of the NSW freight infrastructure network – ongoing		Ongoing activities being undertaken in this area.

THE GREAT OUTDOORS: ENVIRONMENT AND OPEN SPACES

Status 2020: Progressed:  Programmed:  Ongoing: 

Local Planning Priorities	Cumberland 2030 Actions	Status 2020	Comments
13 – Protecting, enhancing, and increasing natural and green spaces Alignment to Central City District Plan Priority – C15, C16, C19	(i) Implement the Cumberland Biodiversity Strategy – short and medium term		Cumberland Biodiversity Strategy adopted by Council in 2019.
	(ii) Implement the Cumberland Open Space and Recreation Strategy – short and medium term		Cumberland Open Space and Recreation Strategy 2019-2029 adopted in February 2020
	(iii) Collaborate with the Greater Sydney Commission and other relevant state agencies and statutory authorities to deliver Green Grid connections and corridors – ongoing		Ongoing activities being undertaken in this area.
	(iv) Continue to protect and enhance natural and green spaces through Council's strategies, plans and programs – ongoing		Ongoing activities being undertaken in this area.
	(v) Identify opportunities to improve biodiversity connectivity – medium to long term		Work to programmed.
	(vi) Work with NSW Office of Sport and other Central City District councils to develop and implement strategic solutions for delivery of sport and recreation facilities – short and medium term		Ongoing activities being undertaken in this area.
	(vii) Council will explore opportunities to increase the percentage of homes within 400 m of quality green space (200 m for high density developments) as part of its passive open space hierarchy – ongoing		Ongoing activities being undertaken in this area.
14 – Improving access to and health of waterways Alignment to Central City District Plan Priority – C13, C17	(i) Work with stakeholders of local catchments to develop whole of catchment land use policy and statutory planning mechanisms that improve water quality across the whole catchment – short term		Work underway on new Duck River Masterplan
	(ii) Explore options to reduce stormwater runoff through water sensitive urban design approaches – short and medium term		Ongoing activities being undertaken in this area.
	(iii) Finalise and implement the Duck River Masterplan – short to medium term		Work underway on new Duck River Masterplan

Status 2020: Progressed:  Programmed:  Ongoing: 

Local Planning Priorities	Cumberland 2030 Actions	Status 2020	Comments
	(iv) Collaborate with stakeholders of local catchments to work towards reinstating more natural conditions in highly modified waterways, including sections of Finlaysons Creek, Duck River, Haslam's Creek, A'Becketts Creek, Coopers Creek, Pendle Creek and Girraween Creek – medium to long term		Collaboration with stakeholders to be undertaken.
	(v) Continue to work with the Parramatta River Catchment Group and Sydney Water to implement the Parramatta River Masterplan – ongoing		Ongoing activities being undertaken in this area.
15 – Planning for a resilient city that can adapt to natural hazards and climate change Alignment to Central City District Plan Priority – C19, C20	(i) Progress work for a resilient city through Council's strategies, plans and programs – ongoing		Ongoing activities being undertaken in this area.
	(ii) Implement Council's Waste and Resource Recovery Strategy – short and medium term		Implementation underway on Cumberland Waste and Resource Recovery Strategy 2018-2023.
16 – Supporting urban cooling to minimise heat island effects Alignment to Central City District Plan Priority – C16, C20	(i) Embed references to urban cooling in the new Cumberland Local Environmental Plan and Development Control Plan – short term		Draft Cumberland Local Environmental Plan includes a new clause on urban heat management.
	(ii) Developing an Urban Tree Strategy for Cumberland – short term		Cumberland Urban Tree Strategy publicly exhibited in June and July 2020, and adopted by Council in August 2020.
	(iii) Progress work on urban cooling through Council's strategies, plans and programs – ongoing		Ongoing activities being undertaken in this area.

Employment and Innovation Lands Strategy

Focus Area	Action	Progress Update Year 1: 2019-2020
Key Focus Area 1 Planning	Review and update planning controls for employment and innovation lands	Planning controls reviewed and harmonised for all employment and innovation lands across Cumberland as part of the new Cumberland Local Environmental Plan and new Cumberland Development Control Plan.
Key Focus Area 2 Advocacy	Advocate to various levels of government on employment and innovation issues and priorities	Significant advocacy undertaken with State and Commonwealth Government Agencies regarding opportunities for economic diversification, new enabling infrastructure and smart precinct planning to facilitate Cumberland's future economic growth.
Key Focus Area 3 Economy and Place	Progress economic development and place-making activities that support the strategic framework for employment and innovation lands.	Place-making and economic development activities undertaken that focus on local economic development, supporting industries and businesses and planning for enhanced employment densities in centres that are well-connected to public transport and provide social infrastructure, services and facilities.
Key Focus Area 4 Collaboration	Collaborate with industry and community partners to support employment and innovation outcomes.	Engagement and collaboration with industry, universities, TAFE NSW and the community undertaken for infrastructure planning and smart precinct planning which will support employment and innovation outcomes.



Cumberland Local Housing Strategy

Status 2020: Progressed:  Programmed:  Ongoing: 

Local Planning Priorities	Cumberland Local Housing Strategy Actions	Status 2020	Comments
Priority 1: Delivering housing diversity to suit changing community needs	Implement the Local Housing Strategy for Cumberland.		Cumberland Local Housing Strategy adopted by Council on 17 June 2020. A copy has been forwarded to the Department of Planning, Industry and Environment as a reference point for future local and regional discussions on housing and alignment with community wellbeing.
	Promote and encourage investment in, and increased supply of, social, affordable and community housing by all sectors (private, public and community).		Draft Cumberland Affordable Housing Strategy and supporting background study documents publicly exhibited in July and August 2020. Council officers are currently reviewing submissions and will provide a further report for consideration by Council.
	Collaborate with NSW Government on GPOP, the Westmead Planned Precinct and the Western Sydney Airport Transit Corridor to achieve urban renewal outcomes within Cumberland.		Collaboration with TfNSW, DPIE, City of Parramatta and other relevant agencies on Westmead Strategic Precinct underway.
Priority 2: Promoting transit-oriented housing options to support the 30 minute city	Implement the Local Housing Strategy for Cumberland.		Cumberland Local Housing Strategy adopted by Council on 17 June 2020.
	Progress reviews of key centres, corridors, and precincts to ensure that planning controls and infrastructure provision are aligned to support housing supply targets for Cumberland.		Council adopted a strategic planning work program for centres and corridors, to commence in late 2020.
	Work with NSW Government on proposals within the Westmead Strategic Precinct and GPOP to capitalise on Sydney Metro West, Parramatta Light Rail and other place based infrastructure outcomes.		Collaboration with TfNSW, DPIE, City of Parramatta and other relevant agencies on Westmead Strategic Precinct underway.

Local Planning Priorities	Cumberland Local Housing Strategy Actions	Status 2020	Comments
Priority 3: Facilitating housing that respects and enhances local character	Implement the Local Housing Strategy for Cumberland.		Cumberland Local Housing Strategy adopted by Council on 17 June 2020.
	Review planning controls to facilitate well designed dual occupancies, terraces, and manor homes in appropriate locations, as well as review and update DCP controls to include character and place-based controls as appropriate.		Review of planning controls to be undertaken as part of the strategic planning work program for centres and corridors.
	Engage with government and industry stakeholders to ensure regulatory frameworks and planning decisions are in place to minimise extreme heat in urban environments.		Urban heat management clause included in draft Cumberland LEP.
	Embed resilience initiatives in Council's planning for housing.		Resilience considerations identified in new planning controls for Cumberland
Priority 4: Valuing heritage and cultural diversity in housing	Implement the Local Housing Strategy for Cumberland.		Cumberland Local Housing Strategy adopted by Council on 17 June 2020.
	Review heritage considerations in planning controls for the new Cumberland Local Environmental Plan and new Cumberland Development Control Plan.		Stage 1 of the Cumberland Heritage Study to be implemented via the new Cumberland LEP. Includes a comprehensive review of all heritage listings across the LGA.
	Support Cumberland's natural, built, and cultural diversity through Council's strategies, plans and programs, including items listed under the Cumberland Local Environmental Plan and the State Heritage Act.		Ongoing activities being undertaken in this area.
Priority 5: Infrastructure-led housing delivery	Implement the Local Housing Strategy for Cumberland and support implementation of various local strategies, policies, and capital works for the delivery of housing diversity.		Cumberland Local Housing Strategy adopted by Council on 17 June 2020.
	Align the collection of funding collected from the Cumberland Local Infrastructure Contributions Plan with planning and delivery of growth infrastructure.		Ongoing activities being undertaken in this area.
	Collaborate with NSW Government to align public transport service enhancements, education, health, and housing supply with growth.		Ongoing activities being undertaken in this area.

Biodiversity Strategy

KEY FOCUS AREA 1: Community awareness, engagement and action

KFA 1.1

Develop and implement biodiversity education initiatives to raise awareness of biodiversity and its values

Council has delivered a range of biodiversity education initiatives across a range of areas. Two school holiday workshops were held at Berala Community Centre to educate 41 children about native plants, beehives and indigenous environment management practices.

Throughout FY2019/20 Council continued with its award-winning native beehive program by providing 11 workshops to educate the community on how to maintain native beehives. Almost 400 participants attended these workshops.

Council continues to raise awareness of biodiversity by engaging Bird Life Australia to provide bird spotting walks and through donating approximately 100 plants to Wenty Gardens Open Day and supporting local bush care groups.

KFA 1.2

Explore and progress engagement opportunities with the Aboriginal community in biodiversity management

As part of Cumberland's school holiday program, Council engaged the services of NSW National Parks to deliver 2 indigenous sustainability workshops for 41 children. Cumberland continues to explore opportunities to engage with the Aboriginal community in biodiversity management.



KEY FOCUS AREA 2: Habitat connectivity and condition

<p>KFA 2.1 Continue bush regeneration programs, including weed and pest control and revegetation</p>	<p>In May 2020, Council started the Grey-headed Flying-fox support project to support 3,000 flying-foxes along Duck River, Clyde. This project aims to ensure the survival of the threatened species by clearing vegetation, weeding and planting 3,500 native species across 2 ha.</p> <p>Council continues to investigate opportunities to deliver bush regeneration programs, successfully receiving 3 grants to regenerate the Duck River walking track, plantings along Duck River and delivering bush care training to upskill volunteer staff.</p>
<p>KFA 2.2 Identify and progress opportunities that improve biodiversity connectivity for priority areas</p>	<p>As part of the Biodiversity Strategy, Council has continued to give away free native plants and shrubs. Approximately 1,000 plants were given away at the Cherry Blossom Festival on 20 August 2019. In addition, 3000 plants were planted by 322 volunteers held on National Tree Day on 28 July 2020. Council continues to support our local bush care groups such as Conservation Volunteers Australia by installing 8 nesting boxes along Duck River, and a further 8 nesting boxes at Dirribarri Reserve.</p>
<p>KFA 2.3 Explore and collaborate on suitable opportunities with neighbouring Councils and regional organisations</p>	<p>Council continues to support its local bush care groups. Council financially supported Conservation Volunteers Australia to install 8 nesting boxes along Duck River and promote its environmental events. Council continues to participate in Parramatta River Catchment Group biodiversity network and Western Sydney Regional Organisation of Councils.</p>
<p>KFA 2.4 Develop baseline data and targets for biodiversity health</p>	<p>In September 2019, Cumberland with support of Western Sydney University produced its first Benchmarking Heat in Cumberland study. Over 100 data loggers were spread across Cumberland to record day and night temperatures to find hot spots to address urban heat. Council continues to investigate and explore opportunities to build biodiversity health data, such as using remote satellites to monitor urban canopy cover. Early in 2020, Council completed its first tree survey of its 14 town centres. In total, 13,657 trees were assessed and mapped with a further 4,360 planting locations identified.</p>
<p>KFA 2.5 Support delivery of Parramatta River Catchment Group's 'Parramatta River Masterplan'</p>	<p>Council has continued to engage with the Parramatta River Catchment Group to help deliver the Parramatta River Masterplan to make Parramatta River swimmable. Actions have included attending Biodiversity and Education Committee meetings, networking with committee members and maintaining and monitoring gross pollutant traps and continuing regeneration works along the Duck River and Prospect Creek Riparian Corridor</p>

KEY FOCUS AREA 3: Planning and innovation

<p>KFA 3.1 Embed biodiversity considerations into strategic plans and controls</p>	<p>Council has adopted its first Biodiversity Strategy in 2019 which has embedded biodiversity management principles into Council processes and decision making. In 2020, Council developed its first Urban Tree Strategy to maintain and improve its canopy cover. Biodiversity considerations have also been included as part of planning controls for the new Cumberland Local Environmental Plan and new Cumberland Development Control Plan.</p>
<p>KFA 3.2 Investigate opportunities to recover and recycle water, including Water Sensitive Urban Design opportunities</p>	<p>As part of the development of the Urban Tree Strategy, Council recommended implementing water sensitive design when planting trees. This included using devices such as stormwater grates and strata cells. In addition, Council continues to explore new opportunities for stormwater harvesting and maintain its Wyatt Park Stormwater Harvesting system.</p>
<p>KFA 3.3 Investigate opportunities to improve organisational capacity in biodiversity management</p>	<p>Council continues to identify and progress initiatives to support biodiversity management</p>

Waste and Resource Recovery Strategy

KFA	ACTIONS	Notes
1.1	Support and promote community waste prevention and reuse organisations	<p>The Resource Recovery Unit continued to use the purchased hessian bags (rescued from coffee shops) from Jennison, at Council events and workshops. Furthermore, 50 reusable bags made from Council banners were distributed at Council events and workshops in 2019-20.</p> <p>Council continues to promote the Bower rehoming service at Council events and workshops, as well as the Council website.</p>
1.2	Assist schools and child care centres to adopt waste avoidance and reduction practices through innovative education programs	<p>Schools were provided information and resources to help reduce waste and improve resource recovery. Council assisted schools to establish a return and earn station to help recover bottles and cans generated at schools. Council assisted schools to establish compost bin and worms to help convert food waste into compost. Encouraged schools to collect soft plastics and recycle through Recycle program.</p> <p>Provided information and resources to schools undertake bin inspection and litter check to help school understand the importance of source separation and to help improve waste management at school.</p>
1.3	Undertake a feasibility study to guide a potential food donation program	Engaged Western Sydney Uni Business School. Food for Thought Feasibility Study: enhancing food donations in Cumberland City Council area report was completed, providing advice around the barriers to donating which include the concern for food safety and the irregularity in the level of food surplus.
1.4	Develop a food and garden organics waste avoidance incentive program	Completed the development of Compost bin and worm farm rebate program in September 2018. The program was promoted and implemented from September 2019. To date more than 95 households have received the compost bin and worm farm rebate.
1.5	Distribute reusable items such as bags, water bottles, coffee cups to residents at community events and select locations	Promotional items such as recycling bags, hessian coffee bags, water bottles and mini recycling bins were distributed during Council workshops and events.
1.6	Facilitate food waste avoidance and reduction workshops	Organised and delivered 2 Composting and Worm farming workshops to the community during 2019-2020.
2.1	Develop a business case for dedicated resource recovery officer(s) to undertake the Bin Inspection Program	The Bin Inspection Program commenced in December 2019 which includes the tagging of Garden and Recycling bins for contamination. It also recognises resident's good efforts to recycle correctly by leaving a blue 'congratulations' tag on the bin. 8,394 bins were inspected and tagged, with only 26 (0.30%) of those bins rejected due to heavy contamination.
2.2	Evaluate the continuation and/or enhancement of the Garden Organics Free Drop-off Service	Council's Mulching Service has ceased as a result of the feasibility study which found the service did not provide the community value for money.
2.3	Develop education programs targeting the most common contaminants found in the recycling and garden organic kerbside streams	<p>In 2019/20, Council's Resource Recovery Engagement Officers (MUDs) audited and provided engagement to 1,666 of these apartment complexes, inspecting 7,232 recycling bins. 197 (3%) of the inspected bins were rejected due to heavy contamination. In addition, 91 managing agent organisations were engaged and delivered information/resources to bin bays, tenants and property managers.</p> <p>Greenwaste contamination addressed by URM logging and reporting via online tool. Correspondence has been developed to be sent the resident and discuss the type of contaminant.</p>

KFA	ACTIONS	Notes
2.4	Implement the roll out of garden organics bin collection service	<p>Milestone 1 (includes Deeds of Agreement and tax invoice to Environmental Trust for instalment amount) for both Grants (Stage 1 and Stage 2 - Greening Cumberland: One Bin at a Time!) have been completed and received.</p> <p>Currently Council has received \$195,725 (Stage 1) and \$294,900 (Stage 2) from the trust, which has been used to purchase MGBs, lids, education, salaries and consultants.</p> <p>Operationally 23,830 letters were sent to properties, with a total of 13,546 (57%) residents responding either by returned forms or online.</p>
2.5	Assist schools and child care centres to adopt recycling practices and reduce contamination through innovative school education programs	Council engaged Keep Australia Beautiful to deliver waste and recycling educational programs to Primary schools. Council engaged CleanAway to deliver waste education workshops to preschools within the Cumberland area. Council provided necessary resources and support such as worm farms, customised workshops, litter packs, recycling bins and educational resources to schools/ preschools as requested.
2.6	Investigate opportunities for better practice management of waste from multi-unit dwellings and residential flat buildings	<p>Case study research undertaken into opportunities to capture and remove textiles in MUDS recycling bins by providing a specific textile collection bin. Advice provided regarding collection company and circular economy options.</p> <p>Developed resident, strata and building manager's relationships by providing direct support and assistance with resources for MUDS via engagement of onsite meetings, door knocks with educational material and providing best practice advice. There were 6 sessions held with MUDS hotspot buildings and via the Wentworthville Community Hub.</p> <p>Provided opportunities to improve bin contamination on site by undertaking bin number audits and upgrading infrastructure where necessary and applicable.</p>
2.7	Explore the viability of a drop-off site within the local government area to target bulky wastes	Council has investigated a range of options relating to enhancing Council's waste drop off services. Council provides an on-call pick up service for both problem waste and bulky items (clean-up), and it is deemed Council provides the community a very thorough service to deal with their waste and recycling.
2.8	Implement the Contamination Management Plan to enforce correct use of bins	<p>The plan is implemented by Council's MUDS officers via auditing and providing follow up to residents and property managers.</p> <p>In 2019/20, the Resource Recovery Engagement Officer (MUDs) audited and provided engagement to 1,666 apartment complexes, inspecting 7,232 recycling bins.</p>
3.1	Develop and deliver innovative programs to increase asbestos awareness and collections	This program involves collection and disposal of asbestos from Cumberland residents on a monthly basis or depending on the number of bookings received. This program also involves a household asbestos inspection program and asbestos information session which is organised during Asbestos Awareness Month in November.
3.3	Investigate the opportunity to establish a permanent problem waste mobile collection service	<p>City of Parramatta, Blacktown City Council and Cumberland City Council extended the Mobile Community Recycling service by a further three years with further 2 x 1-year extensions if agreed by all Councils. The contract commenced on 1 July 2019.</p> <p>There were 4,969 Mobile Community Recycling Service collections organised, an increase of 501 bookings (+11.2%) from the previous year (2018/19). This increase resulted in a record 168.9 tonnes of problem waste and e-waste (+15% from 2018/19) which was responsibly disposed of.</p>

KFA	ACTIONS	Notes
4.1	Enhance capacity of the existing street cleaning program with additional staff resources to maintain areas based on the principal that clean attracts clean.	Council has dedicated 66 staff members to tackle street cleansing program. This increased capacity was a result of the outcomes of the McKinley Review report commissioned by the City Services Unit in November 2019.
4.2	Partner with community organisations and sporting clubs to support litter free events and activities	Community Organisations have partnered with Council to provide cleaning of areas which have high incidence of littering. Such areas as Duck River and Prospect Creek and the surrounding sporting grounds have been cleaned regularly. Council has also hosted and provided support to the annual Clean Up Australia Day event.
4.3	Contribute to reduction of illegal dumping through promotion of free Council clean up services of bulky household wastes	<p>Council implemented two Illegal Dumping Blitz Operations (September 2019 and March 2020). These blitzes utilise 7 RID officers in the LGA on patrol, conducting investigations and providing education where necessary in identified dumping hotspots over a 2 days period.</p> <p>It also included advertising in the Auburn Review and Parramatta Advertiser, media releases, websites and social media promotions and Council Service Centre screen promotions and targeted distribution of Council Clean Up flyers to all properties within 6 key dumping hotspots.</p> <p>In addition, temporary A-frames were put on display at 11 hotspots, 13 bus shelter advertisements were displayed, and banners were displayed at 2 hotspots.</p>
4.4	Undertake a service review of current cleansing operations	Council has dedicated 66 staff members to tackle street cleansing program. This increased capacity was a result of the outcomes of the McKinley Review report commissioned by City Services Unit in November 2019.
4.5	Undertake strategic enforcement of public hot spots in collaboration with the RID Squad	<p>Cumberland City Council continues to support the Western Sydney Regional Illegal Dumping (RID) Squad. RID Officers, Council Environmental Protection Officers and the Resource Recovery team continue to meet frequently to discuss the planning and implementation of Council's five (5) year Illegal Dumping Plan and its Actions.</p> <p>There were 1,511 illegal dumping incidences within targeted education zones which were investigated and mapped in the specific GIS program.</p> <p>Surveillance of dumping hotspots was boosted, with an additional 15 cameras purchased with grant funding and 32 RID branded signs were installed during 2019/20.</p>
5.1	Harmonise three (3) former waste development control plans into one (1) combined interim waste development control guideline	Waste development control plans have been harmonised as part of the new Cumberland Development Control Plan.
5.2	Apply Geographical Information System (GIS) technology where suitable to capture, analyse and report on waste and resource recovery data from various projects and programs	<p>The process for applying GIS has been established in the following programs:</p> <ul style="list-style-type: none"> ■ Bin Contamination Program ■ Illegal Dumping ■ Operational Services.
5.3	Develop and implement a Waste Management Policy	Preparation is underway.

KFA	ACTIONS	Notes
5.4	Support and participate in regional projects as per WSROC Strategy timeline	<p>Cumberland City Council supported WSROC regional waste and recycling projects as requested by WSROC Regional Waste Co-ordinators and their Regional Waste Strategy.</p> <p>Projects supported included:</p> <ul style="list-style-type: none"> ■ Regional Litter Implementation Plan ■ The Western Sydney and Macarthur Mayors signing onto a waste levy advocacy letter to the Premier ■ Stage 1 of the Preliminary Site Suitability Analysis mapping and Waste and Regional Waste Contracting Options ■ Various education initiatives.
6.1	Attend community events to increase promotion of Council services and exposure to the 'Waste in the Right Place' campaign	<p>Attended events such as Fun 4 Kids, Cherry Blossom Festival, Auburn Festival, Community Centre Open days, Christmas in the Garden, National Recycling Week and Australia Day to increase promotion of Council's waste service and 'Waste in the Right Place' Campaign.</p>
6.2	Inform and engage the community on waste and resource recovery services and associated environmental impacts through Council's 'Waste in the Right Place' campaign	<p>Waste in the Right Place messaging promoted at workshops, festival/ events, bus tours and access hub events, including collateral designed and printed for:</p> <ul style="list-style-type: none"> ■ Guide to Waste and Resource Recovery Services flip guide ■ Council Clean Up flyer ■ Compost Bin and Worm Farm Rebate flyer ■ Compost Bin and Worm Farm Rebate banner ■ Garden Waste Bin lid stickers ■ New Garden Waste Service bin swing tag ■ Recycling Bin Contamination postcards.
6.3	Develop further opportunities for information sharing and education for individuals, community groups, housing groups, and service providers	<p>Opportunities for information sharing for individuals provided through:</p> <ul style="list-style-type: none"> ■ Waste flyers displayed in customer services centres, community centres, libraries, public notice boards, website and e-Newsletters ■ 3 Waste stalls at the Wentworthville Access Hub ■ Opportunities for information sharing for community groups provided through: <ul style="list-style-type: none"> ■ Launch of Discover Cumberland Bus Tours and Workshops for CALD community, parent groups and seniors ■ Waste stall at "Get to Know You Local Council - Community Sector Networking" event ■ Delivery of 5 meetings and presentations to MUDS and community housing partnerships ■ New partnerships with 91 strata managers ■ 1,666 apartment complexes, inspecting 10,664 recycling bins.

This section of the Annual Report contains the Statutory Information that Council is required to report, according to the *Local Government (General) Regulation 2005*.

Other legislation included in this section are: the *Local Government Act 1993*, *Local Government General Regulation 2005*, *Companion Animals Act 1998* and *Companion Animals Regulation 2008*, *Government Information (Public Access) Act 2009* and *Regulation*, *Environmental Planning and Assessment Act 1979*, *Public Interest Disclosures Act 1994* and *Regulation*, *Carers Recognition Act 2010* and *Disability Inclusion Act 2014*.

AUDIT AND RISK IMPROVEMENT STATEMENT

The Cumberland City Council Audit Risk and Improvement Committee (ARIC) is an advisory committee currently consisting of two Councillors and three independent external members charged with providing assurance, oversight and advice to Council and the General Manager in relation to the governance, risk and internal control functions of Council. An effective and productive ARIC is considered a vital part of good governance practice.

The ARIC met five times in 2019/20. The ARIC promotes good corporate governance by the provision of independent objective assurance and assistance to the Council on:

- Compliance
- Risk management
- Fraud control
- Financial management
- Governance
- Implementation of Council plans and strategies
- Service reviews
- Collection of performance measurement by the Council
- Any other matters prescribed by regulations.

THE INTERNAL OMBUDSMAN SHARED SERVICE

The Internal Ombudsman Shared Service (IOSS), shared between Cumberland City, City of Parramatta and Inner West Councils, is heading into its fourth year of operation as an 'independent ear' for 'residents, community members, ratepayers, local businesses, staff, Councillors and other Council stakeholders, encompassing the "Triple Governance Track" of prevention, education and the investigation of complaints. The reporting year has had some challenges in terms of dealing with the COVID-19 pandemic's restrictions. The IOSS like all of the member Councils has spent time working remotely from home.

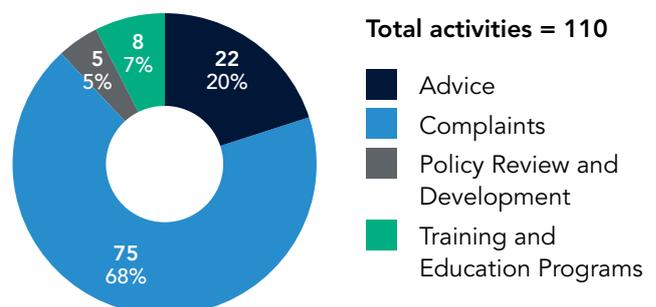
The IOSS's vision is to assist the member Councils to promote a high standard of ethical conduct and decision making; improve administrative conduct and procedures; identify areas for improvement in the delivery of services to their communities; ensure they are acting fairly, with integrity and in their communities' best interest; deal effectively with service requests or complaints; work to improve their complaint handling systems; and, to strive for a corruption free organisation. All operations are underpinned by the principles of procedural fairness, accountability and transparency.

In the past reporting year the exposure and workload of the IOSS have once increased, with operations evolving from complaint handling, to delivering training, including Public Interest Disclosure training for Disclosures Officers and Complaint Handling training. The Office has also provided significant input into the review of existing policies or newly developed policies, such as Council's Public Interest Disclosure Policy.

The IOSS continues to hold Shared Council Forums although progress slowed in the latter part of the reporting year because of COVID-19 restrictions. These Shared Council Forums include a Governance Forum and a Children's Services Forum.

The IOSS is open to receiving comments and feedback regarding how the service is benefiting or how it could improve its services to the staff or community.

Activities of the Internal Ombudsman Shared Service for Cumberland City Council from 1 July 2019 to 30 June 2020



AMOUNT OF RATES AND CHARGES WRITTEN OFF DURING THE YEAR

In accordance with the statutory requirements outlined in the Local Government (General) Regulation 2005 Clause 132, Council is required to provide the amounts of rates and charges written off during the 2019/20 financial year.

The table below is a summary of rates and charges written off during 2019/20.

Rates and Charges Written Off	Amount \$
Period	2019/20
Statutory Pensioner Rebate	2,535,073
Voluntary Pensioner Rebate	257,749
Other Rates Written off (including postponed rates)	18,303
Total Rates and Charges Written off	2,811,125

Statutory Pensioner and Voluntary Pensioner Rebates are a major component of Council's total amount written off. Under the *Local Government Act 1993*, Pensioners are eligible for exemption for their properties with Council's rates and charges.

DETAILS OF OVERSEAS VISITS

To comply with Local Government (General) Regulation 2005 Clause 217(1)(a), Council is required to provide details of overseas visits by Councillors, Council staff or other persons representing Council.

In 2019/20, there were no overseas visits conducted by the Councillors, General Manager or any other representatives of Council.

EXPENSES AND FACILITIES FOR COUNCILLORS

To comply with Local Government (General) Regulations 2005 Clause 217(1)(a1) to Clause 217(1)(a1) (viii), Council is required to provide total cost during the 2018/19 year of the payment expenses of, and the provision of facilities to Councillors in relation to their civic functions.

The total cost for the 2019/20 year is \$592,867. These costs relate to the provision of facilities to Councillors in relation to their civic functions and payment expenses relating to telephone calls and training provided to Councillors with conferences and seminars for skill development.

As per the Councillor Expense and Facilities Policy adopted on 13 December 2017 and for the period 1 July 2019 to 30 June 2020, below is a table of the Councillors' expenses listed:

Allowances:	July 2019 - June 2020 Amount \$
Mayoral allowance – \$88,600 p.a. (excluding Councillor allowance)	88,599
Councillor allowance (per Councillor) – \$30,410 p.a.	425,740
Telephone and Data Expenses	13,272
Travel Reimbursement	12,470
Mobile Phone / Tablet Hardware Cost (Returnable assets of Council)	4,176
Special requirement and carer expenses	2,076
Postage / stamps	5,905
Dedicated home office equipment (desk, chair, and printer)	11,289
Home Office Expenses Allocation (\$600)	3,875
Exempt conferences/ seminars and Professional Development	19,989
Professional Development	2,881
Councillor equipment purchases at cessation of holding office	2,590
Total Allowances and Other Expenses	592,867

FINANCIAL ASSISTANCE FROM COUNCIL

In accordance to the Local Government (General) Regulations 2005 Regulation 217 Clause (1)(a5), Council is required to provide the total amount contributed or otherwise granted under section 356 of the Act.

Council has been supporting the community with a round of funding and grant funding opportunities. Council's Community Grants Program funds projects that aim to

improve community safety, health and wellbeing, social inclusion and the capacity of local organisations to deliver projects.

In 2019/20, a total of \$280,480 was allocated to local organisations and individuals for a range of purposes including scholarships, assistance grants and other initiatives under section 356.

Applicant	Amount \$	Funding program
Church Of The Foursquare Gospel (austral	5,000	Community Events
Jaffna Hindu College Old Boys' Association	5,000	Community Events
JET Australia Foundation Ltd	4,500	Community Events
Australian Malayalee Islamic Association	4,000	Community Events
Hindu Council Of Australia Limited	15,000	Community Events
Nga Uri O Rahiri	15,000	Community Events
Auburn Tamil Society (NSW) Inc	4,800	Community Participation Grants Program (Small Grants)
Bangabandhu Council Australia Incorporation	4,986	Community Participation Grants Program (Small Grants)
Mother Languages Conservation Movement I	4,400	Community Participation Grants Program (Small Grants)
The Trustee For Tej Gyan Global Foundati	3,000	Community Participation Grants Program (Small Grants)
Auburn Youth Centre Inc	15,110	Community Participation Grants Program (Large Grants)
House To Grow Ltd	20,000	Community Participation Grants Program (Large Grants)
Information & Cultural Exchange Inc	15,730	Community Participation Grants Program (Large Grants)
Multiple Sclerosis Limited	8,550	Community Participation Grants Program (Large Grants)
Refugee Advice and Casework Service	20,000	Community Participation Grants Program (Large Grants)
Taste Cultural Food Tours Incorporated	11,770	Community Participation Grants Program (Large Grants)
The Trustee for Creating Chances Trust	19,340	Community Participation Grants Program (Large Grants)
Youthsafe	11,559	Community Participation Grants Program (Large Grants)
Evolve Housing Limited	18,455	Community Participation Grants Program (Large Grants)
Mahboba's Promise Incorporated	17,580	Community Participation Grants Program (Large Grants)
Outloud Inc.	20,000	Community Participation Grants Program (Large Grants)
Gallipoli Turkish Cultural Foundation	7,300	Community Participation Grants Program (Small Grants)
Little Wings Limited	4,870	Community Participation Grants Program (Small Grants)
Adrian Reynardi	900	Rising Star Sports Award
Hayden Shaw	1,500	Rising Star Sports Award
Shazia Nadan	1,342	Scholarship program
Australian Foundation for Disability	1,950	Small Equipment Grants Program
Granville Mens Shed Inc.	1,675	Small Equipment Grants Program
New South Wales Badminton Association In	1,910	Small Equipment Grants Program
Police Citizens Youth Clubs NSW Ltd	320	Small Equipment Grants Program
Wenty Waratah Sports And Social Club Inc	800	Small Equipment Grants Program
Granville Multicultural Community Centre	1,460	Small Equipment Grants Program
Church Of The Foursquare Gospel Ltd.	2,000	Small Equipment Grants Program
Granville Multicultural Community Centre	2,000	Small Equipment Grants Program
Hindu Council Of Australia Limited	1,105	Small Equipment Grants Program
Merrylands Amateur Swimming Club Inc	1,199	Small Equipment Grants Program
The Rotary Club of Holroyd Inc.	1,575	Small Equipment Grants Program
St Francis Social Services	1,200	Small Equipment Grants Program
St. Vincent's Hospital Sydney Limited	1,657	Small Equipment Grants Program
West Cumberland Mens Shed Inc.	1,937	Small Equipment Grants Program

MAJOR CONTRACTS

To comply with Local Government (General) Regulations 2005 Regulation 217 Clause (1)(a2), Council is required to provide details of each contract awarded during the 2019/20 year (whether as a result of tender or otherwise) other than:

- Employment contracts (that is contracts of service)
- Contracts for less than \$250,000 or such other amount as may be prescribed by the regulations, including

the name of the contractor, the nature of the goods or services supplied by the contractor and the total amount payable to the contractor under the contract.

The table below shows Council contracts worth \$250,000 including GST (and excluding employment contracts) or more which were awarded during the 2019/20 year:

Description of the project or goods or services or real property	Effective Date	Contractor's business name and address	Est. amount payable Amount \$
Provide Remedial Supervision & Validation Services	17/07/19	JBS&G Australia Pty Ltd, Level 1 50 Margaret Street, Sydney, NSW 2000	177,700
Floodlighting Towers & Luminaries	22/08/19	Rees Electrical Pty Limited, Unit 3, 26 Leighton Place, Hornsby, NSW 2077	206,739
Purchase of 11 Replacement Mowers	04/09/19	GYC Pty Ltd, 133 Boundary Rd, Peakhurst, NSW 2210	431,694
Verge and Public Domain Mowing	25/09/19	Marsupial Landscape Management, Unit 8, 68-72 Lilyfield Road, Rozelle, NSW 2039	550,034
Advertising - Auburn Review & Parramatta Advertiser	25/10/19	Leonard's Advertising, 241 Abercrombie Street, Darlington, NSW 2008	284,683
Auburn Botanical Garden Entry Revitalisation Project	01/11/19	Greater West Landscapes Pty Ltd, 175 Cranebrook Road, NSW 2749	494,950
Large Billboard Advertising (Holroyd Sportsground)	12/11/19	Digital Outdoor Media, 214 Park Street, South Melbourne, VIC 3205	-2,149,306
Site Remediation 615 Cumberland Highway	12/11/19	RMA Contracting Pty Ltd, 12/6-20 Braidwood Street, Strathfield, NSW 2136	600,971
Reactive & Minor Projects Related Works Panel	14/11/19	Acron Building Services Pty Ltd, 7/20 Tucks Rd, Seven Hills, NSW 2147	Schedule of Rates
Reactive & Minor Projects Related Works Panel	14/11/19	Avant Constructions Pty Ltd, Unit 1/51 Owen Street, Glendenning, NSW 2761	Schedule of Rates
Reactive & Minor Projects Related Works Panel	14/11/19	Core Integrated Solutions Pty Ltd, 2/49 Queen Street, Berry, NSW 2535	Schedule of Rates
Reactive & Minor Projects Related Works Panel	14/11/19	Every Trade Building Services PTY LTD, 12/116-118 McCredie Road, Guildford West, NSW 2161	Schedule of Rates
Reactive & Minor Projects Related Works Panel	14/11/19	Firecorp Australia Pty Ltd, 27 Holden Street, Ashfield, NSW 2131	Schedule of Rates
Reactive & Minor Projects Related Works Panel	14/11/19	HIX Group Pty Ltd, 37 Ross Street, Glenbrook, NSW 2773	Schedule of Rates
Reactive & Minor Projects Related Works Panel	14/11/19	John Gilet Building Pty Ltd, 29 Jennifer Crescent, Thirroul, NSW 2515	Schedule of Rates
Reactive & Minor Projects Related Works Panel	14/11/19	Matrix Group Co. Pty Ltd, 64 Brenan Street ,Lilyfield NSW 2040	Schedule of Rates
Reactive & Minor Projects Related Works Panel	14/11/19	Prime Water Australia Pty Ltd, 2/10 Melissa Place, Kings Park, 2148 NSW	Schedule of Rates
Reactive & Minor Projects Related Works Panel	14/11/19	Programmed Property Services Pty Ltd, Unit C, 255 Rawson Street, Auburn, NSW 2144	Schedule of Rates
Reactive & Minor Projects Related Works Panel	14/11/19	ProGroup Management Pty Ltd, Suite 1.03, 32 Delhi Road, Macquarie Park, NSW 2113	Schedule of Rates
Reactive & Minor Projects Related Works Panel	14/11/19	Stowe Australia Pty Ltd, 10-12 Clyde Street, Rydalmere, NSW 2116	Schedule of Rates
Reactive & Minor Projects Related Works Panel	14/11/19	UltraBuilding Works Pty Ltd, 3-7 Hill Steet, Leichhardt NSW 2040	Schedule of Rates
Merrylands Community Centre and Library Cladding	22/11/19	Assett Group Services Pty Ltd, 2/522 Church Street, North Parramatta, NSW, 2151	225,059
Exeloo Jupiter Platinum Single Toilet	05/12/19	EXELOO PTY LIMITED, Unit 18, 62-66 Newton Road, Wetherill Park, NSW 2164	193,760

Description of the project or goods or services or real property	Effective Date	Contractor's business name and address	Est. amount payable Amount \$
Supply of Electricity for Buildings, Facilities and Unmetered Public Lighting, and Supply of Electricity for Small (SME) Sites	01/01/20	AGL Energy Ltd, 200 George St, Sydney, NSW 2000	Schedule of Rates
Supply of Electricity for Buildings, Facilities and Unmetered Public Lighting, and Supply of Electricity for Small (SME) Sites	01/01/20	Origin, GPO Box 2437, Adelaide, SA 5001	Schedule of Rates
Supply of Electricity for Buildings, Facilities and Unmetered Public Lighting, and Supply of Electricity for Small (SME) Sites	01/01/20	ERM Power Retail Pty Ltd, Level 52, 111 Eagle Street, Brisbane, QLD 4000	Schedule of Rates
Preventative Works	02/01/20	HIX Group Pty Ltd, 37 Ross Street, Glenbrook NSW 2773	Schedule of Rates
Preventative Works	02/01/20	Firecorp Australia Pty Ltd, 27 Holden Street, Ashfield, NSW 2131	Schedule of Rates
Preventative Works	02/01/20	Kone Australia Pty Ltd, 185 O'Riordan Street, Mascot, NSW 2020	Schedule of Rates
Preventative Works	02/01/20	Asplundh Tree Expert Pty Ltd, 1 Smith Street, Emu Plains, NSW 2750	Schedule of Rates
Preventative Works	02/01/20	Noppen Air Pty Ltd, 6/62 Newton Road, Wetherill Park, NSW 2164	Schedule of Rates
Construction of Roads and Drainage Neil Street	04/02/20	Statewide Civil Pty Ltd, PO Box 712, Baulkham Hills, NSW 2153	5,417,924
Legal Services from Solicitor Firms	10/02/20	HWL Ebsworth Lawyers, GPO Box 5408, Sydney, NSW 2001	Schedule of Rates
Legal Services from Solicitor Firms	10/02/20	Lindsay Taylor Lawyers, Level 9/Suite 3, 420 George Street, Sydney, NSW 2000	Schedule of Rates
Legal Services from Solicitor Firms	10/02/20	Local Government Legal, PO Box 3137, Thornton, NSW 2322	Schedule of Rates
Legal Services from Solicitor Firms	10/02/20	Marsdens Law Group, PO Box 291, Campbelltown, NSW 2560	Schedule of Rates
Legal Services from Solicitor Firms	10/02/20	Matthews Folbigg, Level 7, 10-14 Smith Street, Parramatta, NSW 2150	Schedule of Rates
Legal Services from Solicitor Firms	10/02/20	Pikes & Verekers Lawyers, Level 2/50 King Street, Sydney, NSW 2000	Schedule of Rates
Legal Services from Solicitor Firms	10/02/20	Storey & Gough, 182 George Street, North Parramatta, NSW 1750	Schedule of Rates
Receival, Processing and Disposal of Household Bulky Waste	18/02/20	Cleanaway Pty Ltd, 85-87 Quarry Road, Erskine Park, NSW 2759	Schedule of Rates
Merrylands Administration Building and Library Carpet Renewal	20/03/20	Acron Building Services Pty Ltd, 7/20 Tucks Rd, Seven Hills, NSW 2147	207,482
Land Use Capability Study for Cumberland Centres and Corridors	01/04/20	SGS Economics and Planning, 209/50 Holt Street, Surry Hills, NSW 2010	325,868
Carpet Renewal (T-2019-037) Variation - Asbestos Removal & floor reinstatement	21/04/20	Acron Building Services, 720 Tucks Road, SEVEN HILLS, NSW 2147	282,242
Wolsely Street Storm Water Drainage	27/04/20	Collective Civil Pty Ltd, 51/45 Powers Road, Seven Hills, NSW 2147	478,126
1 x Hako Citymaster 1600 Mini Sweeper & Scrubber, Including Accessories & 3 Year Maintenance	28/04/20	HAKO AUSTRALIA PTY LTD, 90 Wetherill Street North, Silverwater, NSW 2128	231,370
Chartered Bus Services	25/05/20	Holroyd Bus Lines Pty Ltd, 987 Magowar Road, Girraween, NSW 2145	Schedule of Rates
Granville Park Community Sports Pavilion - Construction	25/05/20	Belmadar Pty Ltd, 214 Willoughby Road, Naremburn, NSW 2065	8,668,488
Replacement Booking System	01/06/20	Amckl Pty Ltd & Tjenm Pty Ltd Trading as Attekus, 49 Binalong Avenue, Allambie Heights, NSW 2100	299,640
Granville Park, Field Reconstruction	30/06/20	Delaney Civil Pty Ltd, 13a/24-32 Lexington Drive, Bella Vista, NSW 2153	1,649,937

LEGAL PROCEEDINGS

In accordance with Local Government (General) Regulations 2005 Regulation 217 Clause (1)(a3) to Clause (217(1)(a3), Council is required to provide a summary of the amounts incurred during the 2019/20 year in relation to:

- Legal proceedings taken by or against the Council (including amounts, costs and expenses paid or received by way of out-of-court settlements, other than those of the terms of which are not to be disclosed; and
- Summary of the state of progress of each legal proceeding and the result (if it has been finalised).

Legal Costs

39 Land and Environment Court, Local Court and Court of Appeal cases for Cumberland City Council, with the state of progress of Council's Legal Proceedings is shown below:

Court	Type of Appeal	Address	Outcome	\$ Amount Incurred	\$ Costs Ordered
Land and Environment Court	Development Application	41 Auburn Road Auburn	Approved	23,755	In Council's favour, amount to be agreed
Land and Environment Court	Appeal against prosecution	39-41 Chelsea Street Merrylands	Discontinued	8,049	–
Land and Environment Court	Development Application	365 Clyde Street & 48-52 Wellington Road South Granville	Conciliated agreement	11,007	In Council's favour, amount to be agreed
Land and Environment Court	Development Application	2C Factory Street Granville	Ongoing	14,000	–
Land and Environment Court	Development Application	449 Great Western Highway, Greystanes	Approved	12,307	–
Land and Environment Court	Prosecution	43-47 Harrow Road Auburn	Dismissed	0	102,500 to defendant
Land and Environment Court	Prosecution	11 John Street Lidcombe	Defendant fined	12,281	40,000 to Council
Land and Environment Court	Development Application	1 Kane Street Guildford	Dismissed	12,965	–
Land and Environment Court	Development Application	116 Kingsland Road Regents Park	Conciliated agreement	7,647	–
Land and Environment Court	Development Application	26-36 & 35 Northumberland Road Auburn	Approved	72,052	38,000 to Council
Land and Environment Court	Development Application	43 Queen Street Auburn	Discontinued	6,126	4,000 to Council
Land and Environment Court	Development Application	26 Railway Terrace Granville	Conciliated agreement	10,599	7,350 to Council
Parramatta Local Court	Food Safety Prosecution	46 Station Street Wentworthville	Withdrawn	7,526	–
Land and Environment Court	Development Application	108 Station Street Wentworthville	Approved	35,510	–
Land and Environment Court	Development Application	98 St Hilliers Road Auburn	Conciliated agreement	9,901	3,750 to Council

PRIVATE WORKS CARRIED OUT ON PRIVATE LANDS

In accordance with Section 67(3) of the *Local Government Act 1993*, a Council may, by agreement with the owner or occupier of any private land, carry out on the land any kind of work that may lawfully be carried out on the land.

Examples of the kind of work that Council may carry out under this section include:

- Paving and roadmaking
- Kerbing and guttering
- Fencing and ditching
- Tree planting and tree maintenance
- Demolition and excavation
- Land clearing and tree felling
- Water, sewerage and drainage connections
- Gas and electricity connections.

In 2019/20, Council made no resolutions to subsidise work carried out on private land. Further, Council did not invoice works on private property.

DELEGATED FUNCTIONS – EXTERNAL BODIES

To comply with Local Government (General) Regulations 2005 Regulation 217 (1) (a6), Cumberland City Council provides the following statement on functions delegated to others.

Other than CivicRisk Mutual (an insurance pooling group of Western Sydney Councils established under a joint agreement); no external bodies exercised functions delegated by Cumberland City Council in 2020.

In 2019/20, Council did not delegate any key functions to any other party.

COUNCIL'S CONTROLLING INTEREST

To comply with Local Government (General) Regulations 2005 Regulation 217 clause (1) (a7), Cumberland City Council provides the following report on controlling interests held on other organisations.

In 2019/20 Council held no controlling interest in any corporations, partnerships, trusts, joint ventures, syndicates or other bodies.

COUNCIL'S PARTICIPATION

To comply with Local Government (General) Regulation 2005 under clause 217 (1) (a8), Cumberland City Council provides the following report on controlling interests held on other organisations.

In 2019/20, Council did not participate in any corporations, partnerships, trusts, joint ventures, syndicates or other bodies.

EQUAL EMPLOYMENT OPPORTUNITY (EEO PLAN)

Council provides the following information in line with Local Government (General) Regulations 2005 Regulations 217 clause (1) (a9) on EEO initiatives.

Council has developed an EEO Management Plan which reinforces the organisation's commitment to ensure that all employment opportunities are appointed on merit and that the process is free of discrimination or bias.

The purpose of Council's EEO Management Plan is:

- To eliminate and ensure the absence of discrimination or harassment in employment on the grounds of race, sex, marital status and disability
- To promote equal employment opportunity for women, members of racial minorities and persons with disabilities. This is specified within the NSW Local Government Act, which obliges Council to develop EEO Management Plans
- The EEO Management Plan provides action programs for designated groups to ensure their access to equal employment opportunities
- The EEO Policy applies to all staff, as all staff are obliged to follow non-discriminatory practice in the workplace.

Council is committed to providing a work environment free of discrimination for all current and potential employees. Recruitment training is provided to all staff members who are required to take part in the recruitment process. This training is to ensure all present and future employees are treated equitably and fairly and are provided with an equal chance of competing for a position without fear of discrimination or harassment.

Council also promotes a disability inclusive workplace by providing managers with material on how to recruit and manage employees with disabilities, how to treat employees with disability fairly and equitably and by raising awareness of potential barriers people with disabilities face in the workplace.

To reinforce this, it has now been included in Council's onboarding process whereby Council requests all new starters to complete an EEO survey. The information captured in this survey includes questions around age, gender, whether the staff member has a disability and whether the disability requires Council to make any adjustments at work.

ENVIRONMENTAL UPGRADE AGREEMENTS

Under section 54P of the Local Government (General) Regulations 2005, Council did not enter into significant Environmental Upgrade agreements during 2019/20.

REMUNERATION OF THE GENERAL MANAGER AND SENIOR STAFF

Council provides the following information to comply with Local Government (General) Regulations 2005 Regulation 217 clause 1 (b) and 1(c) in relation to the remuneration paid to its senior staff.

Council's current management structure comprises of 5 senior staff positions, as defined under the provisions of the *Local Government Act 1993*. The remuneration of senior staff from 1 July 2019 to 30 June 2020 is summarised below. The total remuneration for the 2019/20 period includes the previous Director Community Development, which merged into the position Director Community and Organisation Development.

Positions	Amount \$
General Manager	430,500
Director Community Development	283,110
Director Community and Organisation Development	293,457
Director Works and Infrastructure	293,457
Director Environment and Planning	296,023
Director Finance and Governance	293,457
Total	1,890,005

COMPANION ANIMALS ACT AND REGULATION ACTIVITIES

Cumberland City Council provides the following statement on activities relating to enforcing and ensuring compliance with the Companion Animals Act and Regulation. Cumberland City Council is committed to its residents and encourages safe and responsible pet ownership, as part of the *Local Government (General) Regulations 2005 Regulation 217 (1)(f)*.

Lodgement of pound data collection returns with the division:

- Animal Holding Facility data is sent to the Department of Local Government annually as required, 16.2(a) Guidelines.

Lodgement of data relating to dog attack with the Division:

- All data relating to dog attacks are entered into the Companion Animals Register as required by regulations, 16.2(b) Guidelines.

Amount of funding spent on companion animal management and activities:

- During 2019/20 \$83,000 was spent on companion animal management and activities as required to be reported by regulations, 16.2(c) Guidelines.

Companion animal and community education programs carried out:

- Companion Animal information is included on Council's website, 16.2(d) Guidelines.

Strategies Council has in place to promote and assist the de-sexing of dogs and cats:

- Council promoted the de-sexing of dogs and cats via website information, 16.2(d) Guidelines.

Strategies in place to comply with the requirement under section 64 of the Act to seek alternative to euthanasia for unclaimed animals:

- Council works closely in conjunction with the Hawkesbury Animal Shelter as well as managing our own short term pound to facilitate a low kill initiative in order to re-home dogs and cats where possible, 16.2(e) Guidelines.

Six off leash areas provided in the Council Area:

1. Hampden Road Reserve: 8 Hampden Road, South Wentworthville, includes fencing, a drinking fountain and bowl for dogs, dog exercise equipment and shade trees.
2. Dirrabari Reserve, Pemulwuy: Access from the south eastern corner of Edward Drive, Pemulwuy, includes fencing, dog exercise equipment and shade trees.
3. Gardenia Parade Park, Greystanes : Access from the northern end of Percival Road, Greystanes, open fenced area.
4. Wyatt Park Lidcombe Off-Leash Dog Area.
5. Webbs Avenue Auburn Off-Leash Dog Area.
6. Coleman Park Berala Off-Leash Dog Area.

STORMWATER MANAGEMENT SERVICES

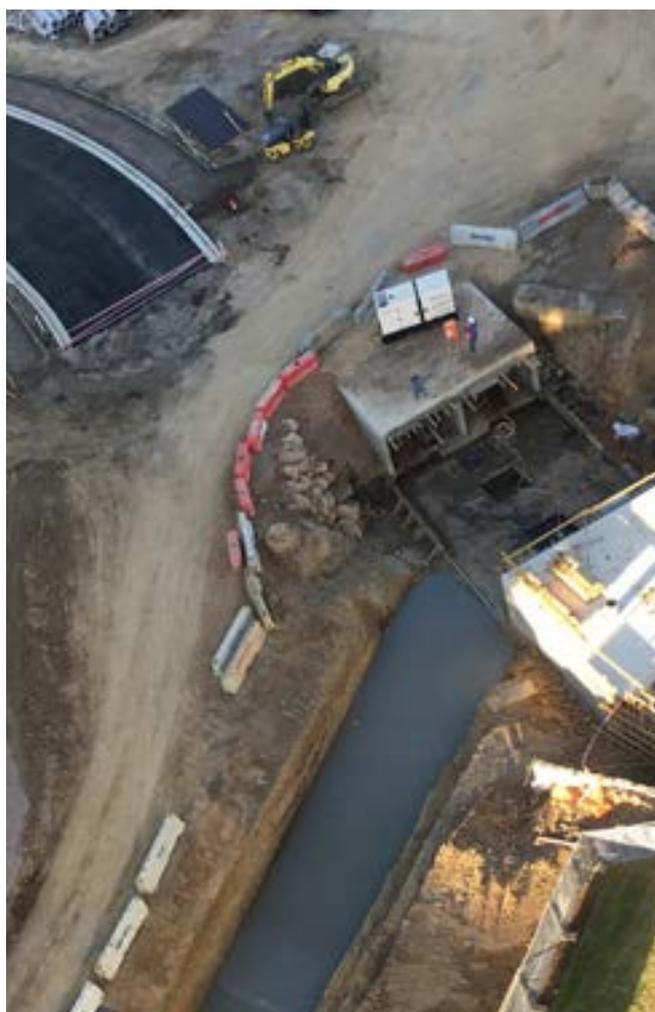
In accordance to the Local Government (General) Regulations 2005 clause 217(1)(e), if Council has levied an annual charge for stormwater management services, a statement detailing the stormwater management services is required.

Council is responsible for the management of stormwater services within its LGA. During the 2019/20 period Council carried out:

- Inspection and audit of stormwater network
- Stormwater upgrade works
- Creek realignment works.

Project	Budget Amount \$
CCTV Stormwater pipe inspections	881,000
Jeffrey Ave, Greystanes - stormwater drainage upgrade	395,000
Excelsior St, Granville – stormwater drainage upgrade	162,000
Gordon Ave, South Granville – stormwater drainage upgrade	135,000
Wolseley St, South Granville – Creek realignment	228,000

Overall, the Stormwater Levy helps Council cover the cost for upgrades to new or additional stormwater management services. In 2019/20 Cumberland City Council received \$1,763,873.05 from the stormwater levy charge and expenditure was \$3,286,000. Funds not spent can be returned to the Stormwater Levy reserve at the end of each year and expended in another year. This complies with the Department of Local Government Stormwater Management Service Charge Guidelines (2006), which states funds accumulated through levying of the stormwater management service charge do not have to be spent within the year they are raised but may be used to resource major programs spanning a number of years.



SPECIAL RATE VARIATION

To comply with the Local Government (General) Regulation 2005 Section 508(2) and Section 508A, Council may need to report on special variation expenditure.

Council's Special Rate Variation for 2019/20 is shown in the table below.

Asset Group	Actual \$ 2019 - 2020	Total \$ 2014 -2020	Remaining \$ Unspent funds
Buildings	1,877,594	8,444,593	3,317,443
Parks and Recreation	478,606	4,564,348	211,138
Stormwater	11,280	1,459,981	712,598
Roads and Bridges	590,622	14,620,075	857,180
Footpaths	244,539	4,622,480	1,116,532
Total	3,202,641	33,711,477	6,214,891

PUBLIC ACCESS TO INFORMATION

In accordance with Section 125(1) of the Government Information (Public Access) Act 2009 (GIPA) and Regulation Councils' are required to prepare an Annual Report, within four months after the end of each financial year on its obligations.

The GIPA Act provides four ways for government information to be released:

1. **Mandatory Disclosure** – Certain information must be published on State and Local Government agency websites, free of charge. For example, media releases (Have Your Say to Council's Development Applications and Projects), plans (Operational Plan 2019-2020) and Annual Reports.
2. **Proactive Release** – State and Local Government agencies are encouraged to make as much other information as possible publicly available, in an appropriate manner, including on the internet. This information should be available free of charge. For example, Local Environment Plan and Flood Maps.
3. **Informal Release** – State and Local Government agencies are encouraged to release other information in response to an information request, subject to any reasonable conditions an agency imposes, without the need for a formal application, unless there are good reasons to necessitate. For example, request for personal information by the individual concerned.
4. **Formal Access** – State and Local Government agencies may release information in response to a formal access application. This is the last resort, if the information is not available in any other way.

During the year, Council proactively released information on its website and other media, including Council Meeting Agenda, Minutes of Council and Committee Meetings. Policies and Plans and Development Applications.

A summary of applications received under GIPA legislation in 2019/20 is as follows:

- Received a total of 17 valid GIPA applications under the formal release
- Three applications were withdrawn
- One application was refused
- 47% of the applications were granted access in full and 29% were granted partial access
- 100% of these applications were responded to within legislative timeframes.

PUBLIC INTEREST DISCLOSURES

To comply with *Public Interest Disclosure Act 1994* and Regulation, Section 31 and Clause 4, the following statement is provided.

Cumberland City Council did not have any Public Interest Disclosures for the period 1 July 2019 to 30 June 2020.

SWIMMING POOL INSPECTIONS

For the purpose of Section 22F (2) of the Act, Council is required to provide details under Section 428 of the *Local Government Act 1993* on the number of inspections carried out under Division 5 Part 2 of the Act:

- Number of inspections of tourist and visitor information, or
- Number of inspections of premises with more than 2 dwellings, or
- Resulted in the Council issuing the following:
 - A Certificate of compliance under section 22D of the Act
 - A Certificate of non-compliance under clause 21 of this Regulation.

The number of swimming pool inspections and certificates issued during 1 July 2019 to 30 June 2020:

Swimming Pools Inspections	Description	Total
Number of inspections conducted on pools within a tourist or visitor accommodation	Tourist / and or Visitors	Nil
Number of inspections carried out on pools within a premise containing more than 2 dwellings	More than two dwellings	3
Number of Compliance Certificates issued under s22D of the <i>Swimming Pool Act 1992</i>	Compliance Certificate	9
Number of Non-compliance Certificates issued under clause 21 of the <i>Swimming Pool Regulation 2018</i>	Non-compliance	37

PLANNING AGREEMENTS

To comply with *Environmental Planning and Assessment Act 1979* Section 93G (Clause 5), Council is required
Cumberland City Council is required to report on compliance.

Council's Voluntary Planning Agreements (VPA) entered during the financial period 2019/20 are shown in the table below
(please complete the details):

Address	Name of party	Change to Planning Controls	Approval date (executed)	Contribution / Benefits
615 Great Western Highway, Greystanes	Price & Speed Clearances Pty Ltd & Gregg Finlay Ritchie	N/A. Development consent for removal of existing moveable advertising structure and erection of twin-sided digital advertising structure.	21 August 2019	<ul style="list-style-type: none"> ■ Annual monetary contribution (\$10,000, subject to annual indexation) for a public purpose
264 Woodville Road, Merrylands	Green Dior Holdings Pty Ltd	<p>Rezoning of the Land to B4 Mixed Use.</p> <p>Amendments to the maximum building height of the Land to 31m.</p> <p>Amendments to the maximum floor space ratio of the Land to 2:1</p>	2 October 2019	<ul style="list-style-type: none"> ■ Public park landscaped with a minimum area of 2,000m²; ■ Widening and landscaping of Woodville Road frontage; ■ Traffic signals on corner of Woodville Road and Lansdowne Street; ■ A new road connection between Highland Street and Lansdowne Street; ■ Affordable key worker housing ■ Monetary contribution of \$50,000 towards community facilities; and ■ Monetary contribution of 1.5% of the value of the value of VPA contributions towards Council's administration costs.

SUPPORT FOR PEOPLE WITH DISABILITIES AND CARERS

Disability

In accordance with Section 13(1) of the *Disability Inclusion Act 2014*, Council is required to provide information on the implementation of Council's Disability Inclusion Action Plan (DIAP).

Cumberland City Council's Disability Inclusion Action Plan (DIAP) 2017-2021 offers a framework to guide Council in its responsibilities to ensure people with disability have full and equal access to the facilities, programs, services and information that Council provides.

The Plan is based on four key focus areas, nominated by people with disability, as being of primary importance in creating an inclusive community:

1. Developing positive community attitudes and behaviours
2. Creating liveable communities
3. Supporting access to employment
4. Improving systems and processes.

As part of the ongoing implementation of the DIAP, Council has committed to delivering actions for the community, actions which have completed include:

- Delivering training for Council volunteers and staff to improve disability awareness and promote inclusive practices.
- Delivering an all-abilities playgrounds at Central Gardens, Merrylands.
- Co-hosting Community Care Forums to develop partnerships and network with relevant community organisations in the seniors and disability sectors.
- Ongoing provision and delivery of quality services and programs for people with disability.
- Ongoing provision of 'Quiet Zones' at all major Council events.
- Including Access and Inclusion on the agenda for Council's Corporate Induction sessions, to inform all Council employees of Council's commitment to access and inclusion and what it means for them and their role.
- Delivering Mental Health talks in a variety of community languages to reduce the stigma surrounding mental health conditions.
- Implementing specific evaluation criteria to be considered by an evaluation panel when reviewing requests for quotes and tenders.
- Increasing the professional photo library stock to reflect the diversity of the community.
- Hosting an International Day of People with Disability event, resulting in the creation of a video to reduce the stigma around disability and highlighting Council's commitment in Access and Inclusion.

- Delivery of inclusive sports workshops to children from local schools at Council's Sustainability Expo. The activities delivered at this workshop explored what inclusion is, why people might be excluded and ways to be more inclusive.
- Wentworthville Swim Centre modernisation, which includes the installation of an accessible lift into the 50 metre pool.
- Delivery of a variety of programs promoting inclusion, these included Goal Ball Clinics at local schools, the roll out of SWAN (story times with additional needs) at the libraries and an arts project at the Peacock Gallery.
- Updating of internal signage at Guildford Community Centre and Auburn Centre 4 Community to include Braille.
- Completing independent reviews of policies and procedures to identify areas of improvement in access and inclusion.

STAFF CARERS

Cumberland City Council provides the following response in relation to the *NSW Carers Recognition Act 2010* under section 8 clause 2.

Council has various policies and guidelines in place to support staff who are carers. These include:

- Flexible working arrangements
- Purchased Leave Guidelines
- Carers Guidelines
- Job Share Guidelines
- Carers Resources (internal) website for staff
- Employee Assistance Program (EAP)
- Health and Wellbeing Activities and Program.

NATIONAL DISABILITY INSURANCE SCHEME (NDIS) SERVICE DELIVERY STATEMENT

During the 2019/20 year of operating as a NDIS provider, Council had 42 registered customers, provided 10,722 hours of programs to people with disability and generated an income of \$302,782. These hours of support and income generation was impacted and reduced due to the COVID-19 pandemic. As a result, Council suspended services for a period of time following public health orders and recommendations by the NSW Health Development.



CUMBERLAND
CITY COUNCIL

CUMBERLAND CITY COUNCIL
ANNUAL REPORT 2019-2020
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