



CUMBERLAND
COUNCIL



Cumberland Quarter 1 Performance Report

September 2017

ABOUT THIS REPORT

The Integrated Planning and Reporting Framework requires every NSW council to undertake long term planning that is based on community engagement and ensures that its activities are informed by long term plans for their finances, assets and workforces.

The Delivery Program is informed by the Community Strategic Plan and resourced by the Resourcing Strategy. The Integrated Planning and Reporting framework is designed so that the council and community both have a clear picture of:

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

The planning and reporting process ensures that Council's planning is aligned with the community's vision for the future, and that the planning process and the implementation of the Delivery Program is transparent and those charged with its delivery held accountable.

Council's Delivery Program and Operational Plan contain Services and Key Projects which must be reported against on a six monthly basis at minimum. Council currently generates reports on a quarterly basis to ensure thorough monitoring of the commitments it has made to the community.

This report provides a summary of Council's progress over the first quarter, 1 July to 30 September, in implementing the Delivery Program 2017 – 2021 and Operational Plan 2017 – 2018.



GUIDE TO READING A QUARTERLY UPDATE

The below information will help guide readers through a Quarterly Update. There are two major sections being the Service Profile Status Update and the Key Projects Update. Together these provide a thorough report on Council's Delivery Program and Operational Plan Services and Key Projects.

The Service Profile Status Update provides a snapshot of overall progress and the standard of service delivery for the quarter, including achievements, highlights, setbacks as well as any key performance measures that will help paint a picture of Council's success in delivering the service as a whole, outlined in the 4 year Delivery Program.

The Key Projects Update provides a progress comment and status (Green - On Track, Yellow - Needs Attention, Red - Critical) of each of the major projects for the Operational Plan of that year. This update helps readers to understand how a project is tracking, if it is likely to be completed, as well as any milestones or key highlights.

Service Name

Service Profile Status Update

Key Achievements & Highlights	Any good news stories, key events or milestones relating to the service that help display progress.
Issues & Setbacks	Any issues experienced such as a lack of resources, unforeseen circumstances or poor conditions that have slowed progress on service delivery.
Measuring Performance	Any key metrics or data which help display the performance of the service and its satisfaction in the community.

Key Projects

DP Code	Key Projects	Responsible Officer	Project Status Update	Overall Status
1A.1.1	Develop transport and stormwater asset management plans Name of the Key Project as it appears in the Delivery Program and Operational Plan	Group Manager Roads and Waste Group Manager in charge to deliver the Key Project	Update on progress of Key Project including any milestones, highlights, issues or changes that display how the project is tracking	On Track  Needs Attention  Critical 

EXECUTIVE SUMMARY

Cumberland Council has performed to a high standard in the first quarter of the 2017-18 Integrated Planning cycle, maintaining benchmark service delivery, hosting key events and continuing to unite the organisation and community following the amalgamation process.

In the first quarter, 84% of the key projects are on track for delivery across the Cumberland Local Government Area. At the end of September 2017, 16% of key projects required increased focus to ensure they remained on track for delivery.

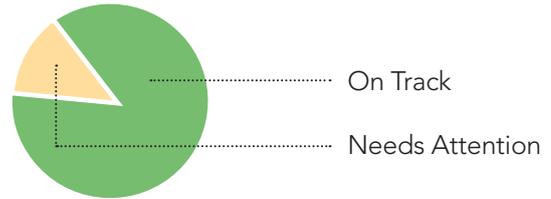
All of Council's 12 services operated to a high standard during the period, progressing key projects, programs and events which helped work towards the community's vision of Welcome, Belong, Succeed.

KEY PROJECTS DELIVERY

33/38 - 84% On Track



5/38 - 16% Needs Attention



QUARTER HIGHLIGHTS

Key highlights for the first quarter of 2017-18 included:

- The Sydney Cherry Blossom Festival delivered its biggest and best event to date, attracting over 90,000 people from all over Sydney to Cumberland for movie screenings, food, music and a wonderful display of cultural festivity.
- Council conducted an online Community Safety Survey to gather information from residents about crime and safety concerns in the Cumberland LGA. Over 500 surveys have been completed identifying methods to improve safety across Cumberland.
- Asset Management Plans for Council's road and stormwater networks have been developed.
- Cumberland Council hosted the Riverfest event as part of its membership with the Parramatta River Catchment Group (PRCG). The event helps raise awareness of water quality and was also an opportunity for Council to share and collaborate on the vision for Duck River with more than 150 people providing input.
- More than half a million people visited Cumberland's Libraries and membership grew by 3,675 over the quarter.
- Council's Waste Education team ran workshops with local residents and schools on recycling, food waste reduction and plastic bags. They attended the Riverfest and Cherry Blossom Festival as well as Fun for Kids engaging more than 750 people. 29 workshops with schools were also conducted reaching more than 750 students and children.
- Introduction of live webcasting of Council meetings was introduced. This allows the community to view the Council debates and decision making live or archived for viewing at any time and location, displaying the transparency and accountability of our political leadership.

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COMMUNITY PROGRAMS AND EVENTS

Service Profile Status Update

<p>Key Achievements & Highlights</p>	<ul style="list-style-type: none"> • The Sydney Cherry Blossom Festival continued to be a flagship event for the area, reaching a record number of attendees. Attendance rose from 60,000 in 2016 to over 90,000 in 2017 (achieving 50% growth). In addition, the Festival delivered a profit for the very first time and was delivered at no cost to rate payers. Analysis of media coverage further highlights a total audience reach of more than 2.5 million people Sydney wide and an advertising cost equivalent of over \$240,000 for Cumberland Council. • The delivery of the festival, led by the Community and Culture group was a collaborative effort supported by more than 50 Council staff, attracting thousands of visitors from outside of Cumberland to experience our vibrant culture. The Festival delivered high calibre weekend and weekday programming, everything from a sumo stadium to a silent disco. • Council also completed the community engagement program for the concept phase of the Granville Multipurpose Community Centre, delivering a total of 14 engagement activities (stalls, workshops, forums, online survey) involving more than 500 people.
<p>Issues & Setbacks</p>	<ul style="list-style-type: none"> • Recruitment of Business Engagement Coordinator has delayed commencement of the Business Engagement Program.
<p>Measuring Performance</p>	<ul style="list-style-type: none"> • Council continued to deliver the required outputs for the funding body targets for aged and disability services, with some exceeding the expected quarterly target. • The total number of passengers utilising the access loop bus this quarter was 4452. • Successful registration as an NDIS provider has seen Council enter into 39 service agreements and generate \$59,956 income for the first quarter to support service delivery. • Ongoing high visitation to Council's one-stop shop staffed community centres over the quarter servicing over 50,860 visitors. This included the delivery of Council's Lifelong Learning Program which delivered a total of 30 programs, across 4 venues and engaging more than 300 residents in the first quarter. • Increased visitation to the Peacock Gallery, including a total of 55,156 visitors over the quarter as a result of the Sydney Cherry Blossom Festival and the Bayanihan Philippine Art Project. • Council delivered 4 major events engaging over 109,000 visitors and residents over the period, achieving the highest events participation rate over a quarter to date. • Council delivered the Refugee Camp in My Neighbourhood community education project to over 2,000 people comprising school students, general public and health professionals. • Council implemented Round One of the Community Grants Program, including delivery of 2 information sessions, 2 'Preparing a Successful Grant' workshops and 2 'Advisory Desk' sessions, resulting in a total of 46 applications across 4 streams. • Council completed the expression of interest process for the Cumberland Disability Access and Inclusion Panel resulting in 20 nominations. All twenty (20) nominations were found to be successful in meeting one or more of the selection criteria.

COMMUNITY PROGRAMS AND EVENTS

KEY PROJECTS (CONTINUED)

DP Code	Key Projects	Responsible Officer	Project Status Update	Overall Status
1A.1.1	Finalise Cumberland Youth Strategy	Group Manager Community and Culture	Council has developed and adopted the Cumberland Youth Strategy which involved more than 1,600 young people, service providers and other stakeholders from across Cumberland. The Strategy focuses on 5 priority areas and includes 64 actions to be implemented over the next 4 years. Council is establishing a Youth Advisory Group to oversee the implementation of the Strategy together with members of the Cumberland Youth Interagency.	
1A.2.1	Develop Culture and Activation Strategy	Group Manager Community and Culture	Council is developing the methodology for the Culture & Activation Strategy, and has commenced provisional data collection as part of Granville Multi-purpose Community Centre consultations with the arts/cultural community.	
2A.1.1	Develop Cumberland Crime Prevention Plan	Group Manager Community and Culture	<p>Council has conducted an online Community Safety Survey to gather information from residents about crime and safety concerns in the Cumberland LGA. Over 500 surveys have been completed to date. Survey findings identify community priorities and perceptions of safety in the area which will inform programs to improve safety across Cumberland such as CCTV, better street lighting and improved access.</p> <p>Council is awaiting accurate crime data reflective of the new Cumberland Council boundaries from the NSW Bureau of Crime Statistics and Research. This is due in the next quarterly release of BOCSAR crime data in December and will inform the development of a Crime Profile for Cumberland.</p> <p>Council also adopted a CCTV in Public Spaces Policy on 5 July 2017 and has undertaken preliminary consultations with Flemington, Merrylands and Rosehill LACs to identify crime hot spot locations for the expansion of its CCTV program and lighting upgrades.</p>	

COMMUNITY PROGRAMS AND EVENTS

KEY PROJECTS (CONTINUED)

4A.1.1	Prepare a business engagement program to support local business in town centres	Group Manager Community and Culture	Council has acquired economic profile.id to obtain relevant Cumberland data. Council is acquiring resources (staffing) to commence the program but has experienced recruitment difficulties which have delayed the commencement of this project.	
2B.2.1	Complete and implement review of Council's seniors units for independent living	Group Manager Community and Culture	Council has prepared documentation for the 'Request for Information' (RFI) and identified suitable providers to participate in this process. The RFI will assist Council to understand the opportunities which may present to all parties to participate and/or partner with Council in the operations and occupancy of land associated with our assets.	

ROADS AND STORMWATER

Service Profile Status Update

Key Achievements & Highlights	<ul style="list-style-type: none"> • Transport Asset Management Plan Completed in June 2017. • Stormwater Asset Management Plan Completed in June 2017. • Transport and Stormwater Business Process Manuals and Asset Management Framework Completed in June 2017.
Issues & Setbacks	<ul style="list-style-type: none"> • Nil this quarter.
Measuring Performance	<ul style="list-style-type: none"> • Nil this quarter.

DP Code	Key Projects	Responsible Officer	Project Status Update	Overall Status
5B.2.1	Develop transport and stormwater asset management plans	Group Manager Roads and Waste	The Transport and Stormwater Asset Management Plans have been developed.	
5B.2.2	Design and acquisition for Merrylands Ring Road	Group Manager Roads and Waste	The design phase of the ring road has commenced.	

PARKS AND RECREATION

Service Profile Status Update

Key Achievements & Highlights	<ul style="list-style-type: none"> • Management of Council sportsgrounds has been fully transitioned from Section 355 operation to Council operations. • Parks and Recreation have been successful in a large number of grants applications on this first quarter including grants for Netball court development (\$200,000), Metropolitan Greenspace (\$290,000) and the Stronger Communities program. • The preparation of a Cumberland Open Space and Recreation Strategy has commenced. • Wyatt Park Plan of Management and Lakewood Reserve Plan of Management are being finalised for public exhibition. • Auburn Botanic Gardens Cherry Blossom festival ran successfully with record attendance numbers. • Council completed the transfer of Boral lands in Pemulwuy to Council. • Tech 1 has been phased in for Parks maintenance asset management.
Issues & Setbacks	<ul style="list-style-type: none"> • Delays in recruiting the Department Manager positions have slightly delayed some capital works projects commencing on time.
Measuring Performance	<ul style="list-style-type: none"> • Operational budgets are all on track for Quarter 1.

DP Code	Key Projects	Responsible Officer	Project Status Update	Overall Status
3A.2.1	Develop a Cumberland Open Space and Recreation Strategy	Group Manager Recreational Services	Project commenced. Consultants appointed undertaking preliminary facility audits.	
3A.2.2	Deliver Wyatt Park Plan of Management	Group Manager Recreational Services	Landscape Masterplan complete. Draft Plan of Management to be reported to December 2017 Council meeting.	
3A.2.3	Complete Granville Park Pavilion and playing surface renewal works	Group Manager Recreational Services	Awaiting Arbitration decision on funding from Parramatta. Concept Schematics design completed.	
3A.2.4	Commence a Parks Plan of Management Review Program	Group Manager Recreational Services	Not yet started. Awaiting commencement of newly recruited staff.	
1.B.2.1	Improve customer satisfaction in open space provision and presentation	Group Manager Recreational Services	Preparing baseline customer satisfaction data.	

ENVIRONMENT PROGRAMS

Service Profile Status Update

Key Achievements & Highlights	<ul style="list-style-type: none"> • Cumberland Council hosted the Riverfest event as part of its membership with the Parramatta River Catchment Group (PRCG). The PRCG is an alliance of councils, government agencies and community groups working to improve the Parramatta River and the creeks that flow into it. The event helps raise awareness of water quality and was also an opportunity for Council to share and collaborate on the vision for Duck River. 150 people provided feedback on the Duck River Masterplan at the event. • As part of Council's litter abatement initiatives, a partnership has been established with EPA/RMS/WSROC on a major road litter project focussing on Great Western Highway Wentworthville. This site was selected based on data collected and recommendations from Council as a major road litter hotspot. The first collaboration meeting will be held in October to scope the project. • To combat plastic bottle litter, Sydney Water is working with councils to install water refill stations in parks. Sites have now been selected for the refill water stations. 8 refill stations are planned to be installed across Cumberland LGA. A litter awareness campaign will be included. • As part of Council's Energy and Water savings actions, a meter audit was undertaken to review what assets were linked with what meters. The consultant is now processing the data collected. This audit will ensure that Council's billing is correct in the future.
Issues & Setbacks	<ul style="list-style-type: none"> • Nil this quarter.
Measuring Performance	<ul style="list-style-type: none"> • Nil this quarter.

DP Code	Key Projects	Responsible Officer	Project Status Update	Overall Status
3A.1.1	Develop and implement Environmental Management Framework	Group Manager Compliance and Environment	Commenced development of the Environmental Management Framework	
3B.1.1	Provide support and partner with external agencies to enhance local waterways and riparian corridors	Group Manager Compliance and Environment	Engaged with Parramatta River Catchment Group in developing the Duck River Masterplan.	
3B.2.1	Deliver initiatives to build awareness, skills and capacity through children and families to promote and	Group Manager Compliance and Environment	Community based and commercial services and schools visit the Bush school and Central gardens zoo to build awareness and promote sustainable environments.	
3A.1.3	Develop and implement a Vegetation Management Plan	Group Manager Compliance and Environment	Commenced development of the Vegetation Management Plan.	

HOUSEHOLD WASTE AND RECYCLING

Service Profile Status Update

Key Achievements & Highlights	<ul style="list-style-type: none"> • Council has commenced developing a Waste Management and Resource Recovery Strategy which will help drive effective service delivery and waste minimisation across the area. • Council's Waste Education staff were out in force educating local residents and schools on recycling, food waste reduction and plastic bags. They attended the Riverfest and Cherry Blossom Festival as well as Fun for Kids engaging more than 750 people. 29 workshops with schools were also conducted reaching more than 750 students and children. • Draft Contamination Management Strategy completed.
Issues & Setbacks	<ul style="list-style-type: none"> • Nil this quarter.
Measuring Performance	<ul style="list-style-type: none"> • Mobile Problem Waste Collection - 447 bookings made for the Jul-Sep quarter. • Asbestos Collection Program - 2 collection days resulting in removal of 1.46 tonnes of asbestos from 24 households.

DP Code	Key Projects	Responsible Officer	Project Status Update	Overall Status
3C.1.2	Develop and implement Council's Waste Management and Resource Recovery Strategy	Group Manager Compliance and Environment	Commenced development of the Waste Management and Resource Recovery Strategy. Preliminary requirements and framework being drafted.	

CHILDREN'S SERVICES

Service Profile Status Update

Key Achievements & Highlights	<ul style="list-style-type: none"> Children's Services continue to provide quality care and education programs that meet key outcomes for children's development as per the National Quality Standards. Each centre provides a curriculum that takes a holistic approach, offering health and wellbeing programs, child protection programs and sustainability programs for the children who attend Cumberland Council services. An early integration program is an integral part of each centre providing education and care for children with additional needs and supporting families. A positive partnership with local community members is a value which is embedded in each service allowing children to feel a sense of belonging in their local community. Current partnerships include visits to local aged care facilities, local community organisations and local schools.
Issues & Setbacks	<ul style="list-style-type: none"> Some centres in the Local Government Area are at capacity and have extensive waiting lists. This subsequently reduces the number of children who can access a service that has been rated as 'Exceeding' the National Quality Standards.
Measuring Performance	<ul style="list-style-type: none"> Cumberland Council's Children's Services currently operates 15 services that are 'Exceeding' the National Quality Standards. Three Council centres have been chosen by the Charles Sturt University to participate in an Exemplary Educators Study due to their Exceeding rating. Centre Utilisation remains at 100% in long day preschools with occasional care hours remaining steady. Before and after school care has vacancies and there are limited vacancies in the school holiday program. Family Day Care maintains effective fulltime care for 135 children and they are 37 Home based Educators currently registered. My Time supported playgroup funding has been extended and an open day was held to promote the support provided to families and children with additional needs.

DP Code	Key Projects	Responsible Officer	Project Status Update	Overall Status
1A.1.2	Develop and deliver a Professional Development Program that targets specific areas of education and care	Group Manager Children's Services	Professional Development Calendar has been developed and distributed. Workshops and training sessions have commenced.	
1A.1.3	Deliver initiatives that promote and enhance sustainable environments	Group Manager Children's Services	Initiatives happening across all centres include love your leftovers literacy packs for families, visits to the community garden and the Bush School.	
1A.1.4	Develop a Children and Family Services Strategy	Group Manager Children's Services	Development of the basic framework for the strategy is under way, key time frames have been set and a survey schedule has been created to discuss vision for the strategy.	

URBAN PLANNING AND DEVELOPMENT

Service Profile Status Update

Key Achievements & Highlights	<ul style="list-style-type: none"> • Negotiated planning agreement for new public open space, Public Plaza and heritage restoration works at the Bonds Spinning Mills site in Pendle Hill • Finalised 5 rezoning plans (LEP amendments) for medium density housing in Pemulwuy, low density housing in Guildford West, low rise apartments in North Auburn, a new neighbourhood centre at the Bonds site in Pendle Hill and a take-away food premises in Merrylands • 3 Heritage Awards presented in August and \$20,000 Rebate Program 2017 for heritage property owners completed • 263 development applications (DAs) determined matched high number of DAs lodged (265) during July-September 2017
Issues & Setbacks	<ul style="list-style-type: none"> • S94 Development Contributions Plan setback due to complexity • 1 new planning proposal request lodged (Lidcombe) and discussions on 3 potential planning proposals indicate disruption to strategic urban planning program • Impact of 3 planning and building legislation reviews on operations and processes • 20% vacancy within Planning Group during July-September 2017
Measuring Performance	<ul style="list-style-type: none"> • 8 community consultations on urban planning proposals or policies (3 Planning proposals, 3 policies, 1 planning agreement and 1 street naming) undertaken • 17 reports to Cumberland Independent Hearing and Assessment Panel • 90% of additional housing capacity (1,800 dwellings) within 800m of train station • 265 development applications (DAs) lodged and 263 determined • Total value of DAs lodged - \$519 million (52% increase on 2016/17) • 62% of applications processed within 90 days

DP Code	Key Projects	Responsible Officer	Project Status Update	Overall Status
5B.1.1	Finalise the Cumberland Development Contributions Plan for local infrastructure	Group Manager Planning	Internal review of existing works schedules and analysis against current capital works budget underway.	
4A1.2	Implement the Cumberland Employment and Innovation Lands Strategy	Group Manager Planning	Draft Strategy endorsed by Council for public exhibition, commencing October.	
5A.1.1	Implement the town centre reviews into plans (Merrylands, Wentworthville, Auburn and Lidcombe)	Group Manager Planning	Merrylands Centre Neil Street Precinct Plan finalised and submitted for implementation Merrylands Centre Station and McFarlane Street Precinct submissions report prepared Wentworthville Centre Planning Proposal prepared for 3rd community consultation Auburn and Lidcombe Town Centre Strategy submissions review substantially complete	

REGULATORY PROGRAMS

Service Profile Status Update

Key Achievements & Highlights	<ul style="list-style-type: none"> • Council has been working with our electronic Penalty Infringement Notice system service provider to consolidate the systems used by the legacy organisations. This along with a new Service Level Agreement with Revenue NSW, who manages the Penalty Infringement Notice system for NSW will provide operational efficiency and system consistency. This work is expected to be completed and the systems operational in Quarter Two. • A series of Operational Guidelines have been developed to guide and support staff in the implementation of Council's Compliance and Enforcement Policy. During the Quarter staff from the newly formed Development Compliance Service were trained and commenced implementing the Operational Guideline that deals with Unlawful Development, this will improve consistency in action from the former legacy organisations. • Staff from Council's Parking Patrol team participated in the filming of an ABC Documentary called "Employable Me" which raises the profile and community perception of people with Autism, this series is due to air in 2018.
Issues & Setbacks	<ul style="list-style-type: none"> • Integration of the inherited computer systems (databases) from the legacy Councils as Cumberland looks towards the implementation of one central system.
Measuring Performance	<ul style="list-style-type: none"> • 24% of food shops inspected under Council's Food Surveillance Program.

DP Code	Key Projects	Responsible Officer	Project Status Update	Overall Status
2C.1.1	Develop the Cumberland Environmental Health Strategy	Group Manager Compliance and Environment	The development of an Environmental Health Strategy has commenced.	

Service Profile Status Update

Key Achievements & Highlights	<ul style="list-style-type: none"> Combining/merging of library processes including collection and customer feedback has been completed. Streamlined shelf ready acquisitions process for library collections has been implemented. Library staff workshops to create a new library structure undertaken.
Issues & Setbacks	<ul style="list-style-type: none"> Library Printing and PC booking system provider is in receivership, and further maintenance could not be continued as a result. The service will go to tender for this key customer service, with timing critical as the system was not providing appropriate service to the community.
Measuring Performance	<p>Key library measures Jul-Sept 2017:</p> <ul style="list-style-type: none"> New Library Members: 3,675 (460,626 total membership) Library visitations: 531,058 Loans: 200,268 Library Programs run: 992 Attendees: 17,538 Subscription database usage (searches / hits): 7144 Public Library PC usage : 37,262 users Wifi (own devices) : 51,013 logins

DP Code	Key Projects	Responsible Officer	Project Status Update	Overall Status
1B.2.2	Auburn Library Extension	Group Manager Corporate and Customer	The Auburn Library Extension project is due to start end 2018, planning phase groundwork being completed.	
1B.2.3	Granville Multipurpose Facility - Branch Library Component	Group Manager Corporate and Customer	Community consultation and engagement for the Granville library has occurred, giving local stakeholders the opportunity to have input into the facility. Library technology, programs and services are currently being reviewed. Plans and designs are reaching final stages with construction scheduled to begin in mid-2018.	

POOLS

Service Profile Status Update

Key Achievements & Highlights	<ul style="list-style-type: none"> Council undertook a poll of electors in September 17 to understand the community's appetite for retaining all 5 pools in the LGA. 75% of the poll vote elected to retain and maintain all existing pools.
Issues & Setbacks	<ul style="list-style-type: none"> A WHS issue was reported at Granville Swim Centre as an injury to a casual employee. The Pools business unit has undergone a complete review of WHS requirements and training.
Measuring Performance	<ul style="list-style-type: none"> Council continues to look at improvements to service delivery and to improve the revenue potential for the Swim Centres, including expanding the Learn to Swim program.

DP Code	Key Projects	Responsible Officer	Project Status Update	Overall Status
1B.2.4	Undertake poll of electors on sustainability of pools	Group Manager Property and Facilities	Completed with Council elections. 75% of the poll vote elected to retain and maintain all existing pools.	

Service Profile Status Update

Key Achievements & Highlights	<ul style="list-style-type: none"> • Introduction of live webcasting and continuation of live minute taking at Council meetings. • Refurbishment of Council Chambers, to ensure the room is configured for 15 Councillors and conducive to a more collaborative environment with the community. • Best practice Policies adopted and the policy rationalisation/consolidation of the former three Councils. • Election successfully held for Cumberland on 9 September electing 15 Councillors to represent Cumberland into the future.
Issues & Setbacks	<ul style="list-style-type: none"> • Nil this quarter.
Measuring Performance	<ul style="list-style-type: none"> • Business papers uploaded onto the web the Friday prior to the Council meeting – Complete 100% of the time. • Met Council's Compliance reporting requirements under the Office of Local Government calendar. • Disclosure of Interests (s449) returns tabled at October ordinary Council meeting.

DP Code	Key Projects	Responsible Officer	Project Status Update	Overall Status
6B.1.1	Implement a new customer contact phone system to enable the provision of a high quality and innovative customer experience	Group Manager Corporate and Customer	The new contact centre system cannot be sourced until Council's Wide Area Network upgrade is completed, which will link Council's Customer Service Centres on the same I.T Infrastructure.	
6A.2.1	Delivery of a comprehensive Councillor induction and training program for newly elected representatives	Group Manager Corporate and Customer	Five Councillor Induction sessions have been completed. Key topics covered to date include: Code of Conduct, Code of Meeting Practice, New Local Government Amendment Act provisions, strategic leadership. External facilitators sourced include UTS IPPG and InCorporate Training. Offsite Workshop scheduled 19th-21st October to finalise the Induction Program and help build a high performing, cohesive governing body for Cumberland Council.	

GOVERNANCE (CONTINUED)

6C.1.1	Develop and implement a Council Community Engagement Framework	Group Manager, Communications, Marketing and Engagement	Council has recruited an Engagement Coordinator to help drive the development of best practice community engagement across Council. The Community Engagement Framework is currently being developed and will be presented to Council in Quarter 3. It will then be placed on public exhibition for community feedback.	
6A.1.1	Develop Procurement Framework	Group Manager Procurement, Depot and Fleet	The Procurement Framework for Cumberland has been developed and is currently being implemented and communicated to staff across Council. The document provides a thorough guide on ways of working, educating staff on how to undertake procurement with a focus on transparency and accountability.	
6A.1.2	Develop a robust governance framework underpinned by principles of transparency and accountability	Group Manager Corporate and Customer	A number of updated policies reflecting best practice across the sector were adopted on the 3rd August 2017 Council meeting, to enhance transparent leadership to the community. In addition to this, all staff were trained in early September on the Councillor and Staff Interaction Policy. Council is currently reviewing the Code of Meeting Practice and the Councillor Expenses and Facilities Policy.	
6C.1.2	Provide highly connected civic leadership to the community through the use of innovative technology. This includes live minute taking and web casting of Council meetings	Group Manager Corporate and Customer	Council has successfully implemented the webcasting of Council Meetings at the commencement of the first elected Council of Cumberland. This has been met with positive community feedback, as it encourages inclusiveness for those unable to attend Council meetings. In addition to this, Council continues to record live meeting minutes at Council meetings. This ensures the accurate record keeping of proceedings at meetings, and that the public gallery and those watching the stream online can follow the committed actions of Council.	

GOVERNANCE (CONTINUED)

6A.1.3	Cultivate a procurement culture of good governance and high ethics to minimise the risk of fraud, corruption and tarnished reputation	Group Manager Procurement, Depot and Fleet	The Procurement Framework creates a guiding document to promote an ethical and transparent culture which drives accountability and encourage best practice. Clear business rules, audits and checks, as well as a strategic approach from the procurement department ensures clear communication and demonstration of what good practice is and the ways to drive this across the organisation. These communications will continue in the future to embed this culture.	
6C.1.3	Implement dedicated rolling community engagement programs that create an ongoing conversation between Council and the community	Group Manager, Communications, Marketing and Engagement	An audit of community engagement activity across Council is currently being completed. This will help to inform the Community Engagement Framework, which will define a rolling program of significant community engagement to help inform Council strategic and operational decisions.	

COMMUNITY FACILITIES AND PROPERTY

Service Profile Status Update

Key Achievements & Highlights	<ul style="list-style-type: none"> • Council has transitioned all Section 355 operated facilities as at 1 July. • Council has developed a solid understanding of the property portfolio and has commenced several strategic asset reviews including the transformation of Council liabilities into realisable assets. • Council has begun to review the redevelopment opportunities on Council land.
Issues & Setbacks	<ul style="list-style-type: none"> • The lack of meaningful data and records from some of the previous Section 355 Committees has led to issues with some user groups. Staff have been working hard to resolve issues and improve customer service. • Council continues to understand the existing portfolio, its historic transactions and how it can best utilise and manage the portfolio. • Resources and time has resulted in delays as we strive to get deliverables and meaningful outcomes on key projects.
Measuring Performance	<ul style="list-style-type: none"> • Customer service is a key performance indicator for this group. Council will develop a strong base for measurement in the future.

DP Code	Key Projects	Responsible Officer	Project Status Update	Overall Status
3A.2.5	Complete Plan of Management for Pemulwuy	Group Manager Parks and Recreation	Scheduled to commence in December. Preliminary brief has been developed.	
1B.1.4	Deliver a Play Space Infrastructure Plan	Group Manager Parks and Recreation	Not commenced. Dependent on Open Space and Recreation Strategy outcomes.	
6B.1.2	Develop Property Strategy	Group Manager Property and Facilities	As the team has built, it has developed a strong sense of the portfolio, its strengths, weaknesses and opportunities. We are now in a position to progress a meaningful strategy with better knowledge of our assets.	



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