



CUMBERLAND  
CITY COUNCIL



# Cumberland City Council

## Quarter 3 Performance Report

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### January to March 2020

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# THE INTEGRATED PLANNING AND REPORTING FRAMEWORK

Under the *NSW Local Government Act 1993*, councils are required to develop a hierarchy of plans known as the Integrated Planning and Reporting (IP&R) Framework. The IP&R Framework is designed to ensure that all NSW councils are using community engagement to undertake long term planning for their future.

The four year Delivery Program is informed by the overarching community vision in the 10 year Community Strategic Plan and resourced by the Resourcing Strategy. The one year Operational Plan details how Council plans to deliver the Community's vision for that financial year.

The IP&R Framework is designed to give Council and the community, a clear and transparent 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 Delivery Program and Operational Plan contain information about Council's Service Areas, Key Projects and the Performance Measures used to assess how Council is tracking towards achieving the Community's vision for its future. Council 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 third quarter (1 January 2020 - 31 March 2020), in implementing the Operational Plan 2019– 2020 which is year three of the Delivery Program 2017- 2021 (shown in the diagram below).



# GUIDE TO READING THE QUARTERLY REPORT

There are two main sections in the Quarterly Report:

1. The Service Area Status Update section is where Council provides a snapshot of the overall progress for each Service Area, including achievements and highlights, along with issues and setbacks that are affecting the delivery of ongoing business activity.

## SERVICE AREA STATUS UPDATE

Key Achievements and Highlights	Any good news stories, key events or milestones relating to the service that helps display progress.
Issues and Setbacks	Any issues experienced such as a lack of resources, unforeseen circumstances or poor conditions that have slowed progress on service delivery.

Also included in this section are the progress of Performance Measures or Key Performance Indicators (KPI's).

## PERFORMANCE MEASURES (KPI's)

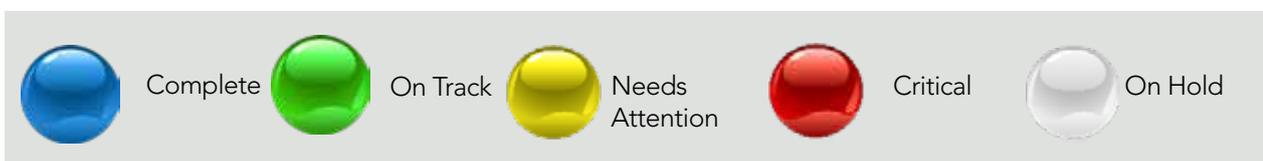
Performance Measure	Result
Performance Measure Indicator such as the number of attendees or the provision of programs.	The data relevant to the indicator measure.

2. The Key Projects section provides a progress comment and status update for 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.

## KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status
Name and description of the Key Project as it appears in the Operational Plan and the Delivery Program	Manager in charge of delivering the Key Project	Update on progress of Key Project including milestones, highlights, issues or changes that affect the delivery of the Key Project	Traffic light status of the Key Project

### Key to traffic light status symbols



## EXECUTIVE SUMMARY

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At the end of Quarter 3, 81% of key projects were completed or on track for delivery. There were 15% placed on hold and 4% require attention due to various issues including service interruptions as a result of the COVID-19 pandemic.

### KEY PROJECTS

15/68 Completed



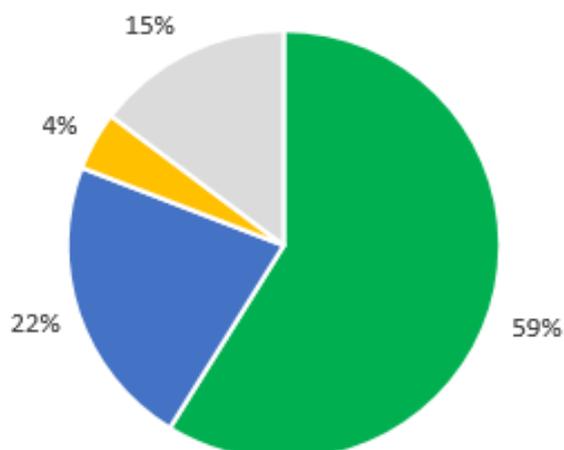
40/68 On Track



10/68 On Hold



3/68 Needs Attention



\*Above figures do not include proposed new projects on page 15.

### COVID-19 Council's Response

Council is closely monitoring the outbreak of COVID-19 and is taking advice from NSW Health and the Federal and State Governments to assist in the response. The well-being and safety of the staff and community continues to be Council's top priority.

Council has continued to remain open to provide essential services and to support its local businesses and vulnerable community members. COVID-19 has adversely impacted Council's operations, events, programs, activities and provision of local services and facilities to the Cumberland area.

To support the community and businesses, Council has provided a wide range of support and financial packages to accommodate for those in need during these unprecedented times. Support provided by Council during quarter 3 included the following:

- Emergency relief
- Food and care packages
- Financial assistance and material aid
- Homelessness services and crisis accommodation
- Education and care to the children of essential workers living in and outside the Cumberland area
- Welfare checks and one to one wellbeing calls

To help local businesses and the economy, Council has undertaken the following activities:

- Launched the Shop Local Campaign, that has assisted businesses to become innovative and know how to adapt their services and to be able to trade during these times. As a result of this initiative, local businesses have delivered services online and through phone orders.
- Set up a dedicated COVID-19 business support website, that provides regular information and resources to businesses.
- In collaboration with NSW Business Connect Provided, Council has provided business webinars to assist businesses with online sales and marketing survival tips.

## HIGHLIGHTS THIS QUARTER

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- Council finalised the Cumberland Domestic and Family Violence Action Plan.
- Project UV Smart and Cool Playground Grant Funded is underway and was featured in an ABC TV news story about urban heat.
- Adoption of the Cumberland Open Space and Recreation Strategy.
- Household Waste and Recycling Services, Operational Compliance 2 was executed by Investigators from the Western Sydney Regional Illegal Dumping Squad. Council worked on 63 incidents of illegal dumping and provided clean up services to 20 bus shelters in selected dumping hotspots.
- Council has finalised and published the Cumberland 2030: Our Local Strategic Planning Statement, this also received a letter of support from the Greater Sydney Commission.
- The new Cumberland Local Environmental Plan (LEP) received an issue of Gateway Determination by the Department of Planning, Industry and Environment.
- Adoption of the Environmental Health Strategy.
- Library Services successfully launched the Summer Reading Club.
- Customer Service achieved excellent results in the NSW Local Government Customer Service Network Benchmarking exercise.
- Council's Parks and Facilities bookings are now integrated into one Booking Team function.

# 1. COMMUNITY PROGRAMS AND EVENTS

## SERVICE AREA STATUS UPDATE

Key Achievements and Highlights	<p><b>Annual Community Organisation Satisfaction Survey</b></p> <p>A total of 142 organisations participated in this survey with 97% of respondents at least 'somewhat satisfied' with the services provided by Council.</p> <p><b>Community Education Program - Discover Cumberland</b></p> <p>Council received positive feedback with 92% of participants rating the program as 'excellent'. The program has shown a significant increase of awareness of Council services, with 93% of participants stating that they will share what they learnt with someone.</p> <p><b>Community Grants Program</b></p> <p>Council received 83 applications with a total submitted value at \$401,561. Applications were submitted for projects in seven grant streams. The decision on funding allocations will be made at Council's May meeting.</p> <p><b>Cumberland Domestic and Family Violence Action Plan (CDFVAP)</b></p> <p>Council has finalised the CDFVAP, with actions now being implemented by sixteen organisations.</p> <p><b>Council's Volunteer Program</b></p> <p>Council delivered a 'Volunteering Pathway to Employment' training program to 33 volunteers and community members in February. This provided volunteers with an opportunity to support the delivery of Council programs, services and projects.</p> <p><b>Cumberland Seniors Festival</b></p> <p>Council hosted the Seniors Festival and delivered more than 70 events and programs.</p> <p><b>Cumberland Youth Team</b></p> <p>Council commenced an eight week Rock and Water Program during February at Guildford West Public School. Council is delivering this Program in partnership with Barnados and the Auburn Youth Centre.</p> <p><b>Flavours of Auburn Cultural Food Tourism Program</b></p> <p>Council delivered five cooking classes for Afghani, Sri Lankan, Congolese and Zimbabwean cuisines. Four of the five classes were fully booked with 48 participants in total.</p> <p><b>COVID-19 Service Adaptions</b></p> <ul style="list-style-type: none"><li>• Consultation with over 100 local agencies, services and organisations.</li><li>• A dedicated Council webpage has been created with regular social media updates.</li><li>• A revision of service delivery was conducted to ensure vulnerable people still had access.</li><li>• A business support website and other tools were established to help local business.</li></ul>
Issues and Setbacks	<p>Due to COVID-19, Council has cancelled all upcoming face-to-face programs, training, events and ceremonies. Council has adapted to COVID-19 by delivering face-to-face programs, training and events online through Council's website, social media and through webinars and online forums.</p> <p>Due to the restrictions and guidelines set by the Government, the provision services under Seniors and Disability Services has been impacted. Council has suspended programs until further notice or until new methods of service delivery have been implemented.</p>

# 1. COMMUNITY PROGRAMS AND EVENTS (CONTINUED)

## PERFORMANCE MEASURES (KPIs)

Performance Measure	Result Q2	Result Q3
Percentage of community organisation satisfied with support and capacity building initiatives provided.	Community organisation satisfaction survey has been delayed and will results will be available in quarter 3.	97%
Percentage of community reporting an improvement with their health and wellbeing after accessing Council's Aged and Disability Services.	N/A for quarter 2.	N/A, reported in Q4.
Number of customers accessing Council's Aged and Disability Services.	1,002	593
Number of hours provided through Cumberland Lifestyles and Leisure Links.	2,120 hours	746 hours
Amount of income generated through Cumberland Lifestyles and Leisure Links.	\$43,593	\$99,409
Number of transport trips provided to seniors.	1,538 trips 5,752 passengers accessing access loop bus	2,098 trips
Number of hours of social inclusion individual and group support programs provided to seniors and people with a disability.	14,446 hours	11,807 hours
Number of meals provided by Cumberland's Nutrition Services to seniors and people with a disability.	9,321 meals	8,330 meals
Community satisfaction levels met with the provision of Aged and Disability services.	N/A	N/A
Percentage of young people participating in Council's youth programs who would recommend the program to another young person. (Average Target <75%).	100%	98.7%
Percentage of Council's youth programs that involve youth participation in their planning.	96%	89.3%
Community Satisfaction levels met for Council festivals, events and programs delivered.	93%	100%
Number of visitors to staffed community centres (Auburn, Berala, Guildford).	Total of 98,991 visitors to staffed community centres: October: 22,106* November: 59,299 December: 17,586	38,360 visitors to staffed community centres*: January: 18,684 February: 14,622 March: 5,054
Number of visitors to arts facilities (Peacock Gallery and Auburn Artist Studio).	Council received a total of 5,732 visitors to Arts Facilities: October: 1,544 November: 2,415 December: 1,773	Council received a total of 3,771 visitors to Arts Facilities

\*March figures are lower than normal due to the people counter being inactive at the Auburn Centre for Community from 28 February 2020 to 20 April 2020.

# 1. COMMUNITY PROGRAMS AND EVENTS (CONTINUED)

## KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status Q2	Status Q3
Deliver the CCTV in Public Spaces Program expansion project	Director Community Development	<p>Council has completed the installation of transmitters and receivers; cabling and data storage equipment and 3 CCTV cameras have been installed in the Merrylands Civic Centre carpark.</p> <p>Council is awaiting approval from Endeavour Energy before installation of the remaining CCTV cameras in the Merrylands CBD can be completed.</p>		
Expand the Place Management Model across the LGA	Director Community Development	The Place Management Model was reviewed, there are now three officers working with internal and external stakeholders to deliver place liaison services across the five wards.		
Deliver economic development initiatives to promote local economic growth	Director Community Development	Successful recruitment of an Economic Development Coordinator has provided immediate results boosting Council's capacity to broaden networks and deliver enhanced business and economic programs.		
Deliver the Peacock Gallery and Auburn Artist Studio expansion project	Director Community Development	<p>All remaining uncommitted capital funding on the project was cancelled in February 2020. New construction components of the project have been placed on hold until adequate funding is secured. To date, the project contains an approved DA for demolition and initial design concepts.</p> <p>The project is being amended to most efficiently utilise the balance of existing committed architectural design contract and other arts funding, to deliver a scaled back version of the proposed project outcome.</p>		

## 2. ROADS, STORMWATER AND STREET CLEANING

### SERVICE AREA STATUS UPDATE

Key Achievements and Highlights	<ul style="list-style-type: none"> <li>The long term Road Service Contract is now finalised with DM Roads (Downer EDI) and has commenced. The road infrastructure services are now under one contract.</li> <li>Friend Park Children's Centre alterations &amp; renovations were completed in March 2020.</li> <li>The Granville Centre is progressing ahead of schedule and on track for practical completion in early August 2020.</li> </ul>
Issues and Setbacks	<ul style="list-style-type: none"> <li>Granville Park Community Sports Pavilion – Council resolved to reject all tenders and enter into negotiations with two tenderers for the building works. Tender negotiations commenced and submissions closed on 8th April 2020.</li> </ul>

### PERFORMANCE MEASURES (KPIs)

Performance Measure	Result Q2	Result Q3
Kilometres of local roads renewed.	Nil	2.45km
Number of potholes repaired.	571	430
New footpath construction program completed.	0.47 km	4.99km
Maintenance inspections of roads.	0 Precincts	0 Precincts
Maintenance inspection of CBD/high profile footpaths.	100%	100%
Inspection of bridges.	17	18
Number of stormwater pits inspected.	330	1
Maintenance and cleaning of town centres.	100%	100%
Square metres of graffiti removed.	1,416	916
Number of instances of illegally dumped rubbish collected.	1,772	2,373
Number of clean up services provided.	11,958	12,167

## 2. ROADS, STORMWATER AND STREET CLEANING (CONTINUED)

### KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status Q2	Status Q3
Design and acquisition for Merrylands Ring Road	Director Works and Infrastructure	The project remains on hold while Council awaits the results of the Cumberland Local Government Area traffic study.		
Develop Pedestrian Access Management Plan	Director Works and Infrastructure	A consultant's brief has been prepared to obtain quotes to complete the LGA wide plan.		
Develop Council's Public Place Cleansing Strategy	Director Works and Infrastructure	Project completed in Q1.		
Widening of Hector Street Bride, Regents Park	Director Works and Infrastructure	Council has been finalising minor variances to the design with the Contractor. The works are due to commence within a month.		
Widening of Boundary Road / Wolumba Street Bridge, Regents Park	Director Works and Infrastructure	Council has been finalising the minor variances to the design with the Contractor. The works are due to commence within a month.		
Stormwater Drainage CCTV Audit	Director Works and Infrastructure	The project is approximately 82% completed. The contractor is also cleaning the higher level hierarchy pipes to carry out CCTV installation.		
Merrylands CBD Revitalisation Project Development	Director Works and Infrastructure	<p>Council has completed 95% of the works for development of the Merrylands CBD Revitalisation.</p> <p>The Landmark WIKA has been finalised. Work commenced onsite October 2018 and is approximately 90% completed.</p> <p>Council has finalised the land dedication from HB home Improvements to allow Council to carry out the required road and drainage works. The contract to carry out road and drainage work in the Neil Street precinct was awarded in January 2020. Works commenced in late February 2020 and are due to be completed in late 2020.</p>		

### 3. PARKS AND RECREATION

#### SERVICE AREA STATUS UPDATE

Key Achievements and Highlights	<p>Council completed the following upgrades, works and projects this quarter:</p> <ul style="list-style-type: none"> <li>• The Fairfield Road Park &amp; Tait Street Park Floodlighting Upgrade Project was completed in February 2020.</li> <li>• The Central Gardens All Abilities Playground was completed in February 2020.</li> <li>• The Cumberland Open Space and Recreation Strategy was completed and adopted by Council.</li> <li>• The formalised Dog Off-Leash area for Little Duck Creek was completed and opened to public.</li> <li>• Minor playground upgrades for Bombala Street and Howe Street playgrounds have been completed.</li> <li>• Woodville Golf Course Irrigation Project is currently in progress with 12 holes completed. The project is nearing completion and is due to be completed in late April 2020.</li> </ul> <p>Council commenced the following works this quarter:</p> <ul style="list-style-type: none"> <li>• Wentworthville Swimming Centre commenced in January 2020. Due for completion late 2020.</li> <li>• Floodlighting works at McCredie Park commenced in early March 2020. Due for completion May 2020.</li> <li>• Auburn Botanical Gardens entrance commenced in January 2020. Due for completion May 2020.</li> </ul>
Issues and Setbacks	<p>Budget constraints.</p> <ul style="list-style-type: none"> <li>• Due to COVID-19, there has been forced closures of sporting fields, playgrounds and outdoor exercise in March 2020.</li> <li>• COVID-19 social distancing restrictions has impacted the open space maintenance delivery.</li> </ul>

#### PERFORMANCE MEASURES (KPIs)

Performance Measure	Result Q2	Result Q3
Percentage of Strategic Open Space Planning projects completed within the specified time and budget.	Nil in quarter 2.	Completed
Percentage of Plans of Management reviewed by review date.	Nil in quarter 2.	50%
Percentage of Capital Works and Park Renewal projects completed within the specified time and budget.	Parks SRV 85% Parks Renewal 67%	Parks SRV 95% Parks Renewal 75%
Number of organisational and network meetings attended.	4	1
Amount of grant funding received annually for parks and recreation projects.	Nil in quarter 2.	Nil in quarter 3.
Percentage increase in seasonal occupancy rates at sportsgrounds.	Seasonal sports field occupancy 90/124 or 73% capacity use. Saturday cricket is at 100% capacity.	Usage ceased in March due to social distancing regulations.
Number of Council's Representatives at sports club and local park committee meetings.	24	6
Number of Sports Forum and Recreation and Sport Advisory Panel (RSAP) meetings held.	Nil in quarter 2.	Nil in quarter 3.
Number of work orders received and completed.	351 work orders received. 280 work orders completed.	212 work orders received. 165 work orders completed.

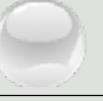
### 3. PARKS AND RECREATION (CONTINUED)

#### KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status Q2	Status Q3
Develop a Cumberland Open Space and Recreation Strategy	Director Works and Infrastructure	Project completed.		
Deliver Wyatt Park Plan of Management	Director Works and Infrastructure	A Native Title Advice Statement relating to the site is being prepared to support the current review of the Draft Wyatt Park Plan of Management in relation to Crown Lands Management Act 2016 obligations.  On-site consultation has been completed and amendments are now being conducted to the Draft Plan of Management and Masterplan based on consultation feedback.		
Complete Granville Park Pavilion and playing surface renewal works	Director Works and Infrastructure	Council resolution was to reject all tenders and enter into negotiation with two tenderers for the building works.  Tender negotiations commenced with a submission closing date of 8th of April 2020. Recommendations are anticipated to be set at Council's meeting on 20th May 2020.  Field Reconstruction Works Tender advertisement period has closed, and assessment is underway.		
Commence a Parks Plan of Management Review Program	Director Works and Infrastructure	Placed on hold while internal resourcing is reviewed.		
Improve customer satisfaction in open space provision and presentation	Director Works and Infrastructure	Placed on hold due to COVID-19.		
Develop a Cumberland Synthetic Surfaces Plan	Director Works and Infrastructure	A summary document is underway.		
Deliver a Play Space Infrastructure Plan	Director Works and Infrastructure	Placed on hold due to community engagement restrictions under COVID-19 requirements.		
Deliver a range of asset and capital projects for parks and sportsgrounds	Director Works and Infrastructure	SRV's and renewal programs are progressing well. Approximately 90% of tasks under the parks SRV are already committed.  Other renewal projects remain on track. Regular communication maintained with Park Committees to spend s355 funding appropriately.		

### 3. PARKS AND RECREATION (CONTINUED)

#### KEY PROJECTS (CONTINUED)

Key Project	Responsible Officer	Project Status Update	Status Q2	Status Q3
Prospect Hill Lookout and Access	Director Works and Infrastructure	<p>A site meeting was held at Prospect Hill on 30 January 2020 with delegates of Council, Council's Aboriginal Torres Strait Islander Consultative Committee (ATSICC), and the NSW Department of Premier and Cabinet Heritage Division.</p> <p>Due to a number of issues being raised by the Department in relation to landscape master planning, as incorporated within the 2019 Prospect Hill Plan of Management, ATSICC delegates are currently considering options for moving forward.</p> <p>An updated design for the Lookout and Access Project is being finalised to facilitate further discussion with delegates when advocating for the proposal.</p>		
Delivery of irrigation to Woodville Golf Course	Director Works and Infrastructure	95% of project completed. Forecast completion date early May 2020.		
Develop a plan for the upgrade of all public amenity blocks in Cumberland	Director Works and Infrastructure	<p>This will be a part of the Assets Management Planning process and Draft Parks and Recreational Assets Management Plan which has just been completed.</p> <p>An upgraded plan for the amenity building will be developed in line with the Asset Management Plan.</p>		
Commence a Sportsground Plan of Management Review Program	Director Works and Infrastructure	<p>A project initiation document and scope have been developed by staff to establish a Generic Sportsground Plan of Management.</p> <p>Tender process is underway with the Procurement Team.</p>		
Develop a Sports Facilities Plan	Director Works and Infrastructure	Project is on hold, pending additional funding.		
Develop service specifications for all open space maintenance services	Director Works and Infrastructure	Project completed in Q3.		
Deliver an Urban Tree Strategy	Director Environment and Planning	A Draft Urban Street Strategy is being finalised for consideration by Council.		
Implementation of Park Management Plan	Director Works and Infrastructure	Project is on hold, pending additional funding.		
Park Development Plan - Bike Plan	Director Works and Infrastructure	Project is on hold, pending additional funding.		
Deliver a Youth Recreation Facilities Strategy	Director Works and Infrastructure	Project is on hold, pending additional funding.		

### 3. PARKS AND RECREATION (CONTINUED)

#### PROPOSED NEW PROJECTS

Key Project	Responsible Officer	Project Status Update
Delivery of Merrylands Remembrance Park Howitzer Gun Project	Director Works and Infrastructure	Proposed as a new project. Progress will be updated in future reports following adoption as part of the Q3 Review 2020.
RAAF Stores Park - RAAF Stores Depot Memorial Plaques	Director Works and Infrastructure	Proposed as a new project. Progress will be updated in future reports following adoption as part of the Q3 Review 2020.
Prospect Hill Integrated Interpretation Plan	Director Works and Infrastructure	Proposed as a new project. Progress will be updated in future reports following adoption as part of the Q3 Review 2020.
Civic Park and Pendle Hill Wetlands Masterplan and Development	Director Works and Infrastructure	Proposed as a new project. Progress will be updated in future reports following adoption as part of the Q3 Review 2020.
Deliver Granville Park Plan of Management	Director Works and Infrastructure	Proposed as a new project. Progress will be updated in future reports following adoption as part of the Q3 Review 2020.

## 4. ENVIRONMENTAL PROGRAMS

### SERVICE AREA STATUS UPDATE

Key Achievements and Highlights	<ul style="list-style-type: none"> <li>UV Smart and Cool Playground grant funded project is underway and has generated positive media and industry feedback. The concept was featured in an ABC TV news story about urban heat.</li> </ul>
Issues and Setbacks	<ul style="list-style-type: none"> <li>Service delivery is being impacted by the COVID-19 virus. Alternative options and timing of initiatives will continue to be investigated.</li> </ul>

### PERFORMANCE MEASURES (KPIs)

Performance Measure	Result Q2	Result Q3
Number of Community Environmental Workshops held.	10	4
Number of new trees planted in public places.	20	20
Number of trees given to Cumberland residents at tree giveaway events.	100 native plants were given away at Wentworthville Community Garden Open Day.	Nil. Scheduled for Q4.
Number of native beehives distributed to residents.	There were 9 native beehives distributed to residents and 3 to schools during quarter 2.	2
Environmental programs developed and implemented.	Priority 1 actions from the Energy Savings Action Plan and Water Efficiency Plan are continuing.	Priority 1 actions completed.

### KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status Q2	Status Q3
Develop and implement Environmental Management Framework	Director Environment and Planning	Project completed in quarter 1.		
Develop and implement a Biodiversity Strategy and Action Plan	Director Environment and Planning	Project completed in quarter 1.		
Develop an Asbestos Management Plan	Director Environment and Planning	Work is continuing to develop the plan.		
Develop a Sustainability Strategy	Director Environment and Planning	Currently being finalised for consideration by Council.		

## 5. HOUSEHOLD WASTE AND RECYCLING

### SERVICE AREA STATUS UPDATE

<p>Key Achievements and Highlights</p>	<ul style="list-style-type: none"> <li>Continued execution of the Regional Mobile Problem Waste Service for the collection of household E-waste and problem waste. Quarter 3 has continued to see a high number of collections since the program's inception in 2016</li> <li>A total of 1,299 community members participated in 55 local educational workshops which provided material about household waste reduction and recovery, as well as information about Council's waste services</li> <li>The Regional Illegal Dumping (RID) Officer, Council's Environmental Protection Officers and the Resource Recovery Team continue to meet on a fortnightly basis to discuss the planning and implementation of Council's five year Illegal Dumping Plan and its Actions.</li> <li>On 17 and 18 March, Council's Operation Compliance 2 was executed by Investigators from the Western Sydney Regional Illegal Dumping Squad. This proactive saturation operation formed part of Council's Autumn Blitz Campaign and targeted known illegal dumping hotspot zones (16 zones). Over the two-day period, Council performed the following activities:             <ul style="list-style-type: none"> <li>63 incidents were investigated</li> <li>76 instances where material was provided to residence within the LGA</li> <li>Provided Clean Up Services to 20 bus shelters in selected dumping hotspots and responded to social media and newspaper notifications, Mayoral column and an article in the resident's newsletter.</li> <li>Based on operational statistics, household was the primary waste type and accounted for 69.8% of incidents.</li> </ul> </li> <li>The Resource Recovery Engagement Officer (MUDs) has audited and provided engagement to 137 households. Additionally, 28 managing agent organisations were engaged and delivered information and resources to bin bays, residents and property managers.</li> </ul>
<p>Issues and Setbacks</p>	<ul style="list-style-type: none"> <li>Service delivery is being impacted by COVID-19. Alternative options and timing of initiatives will continue to be investigated.</li> </ul>

### PERFORMANCE MEASURES (KPIs)

Performance Measure	Result Q2	Result Q3
Percentage of waste diverted from landfill.	36%	38%
Percentage of illegal dumping incidents reported that are investigated and/or collected.	100%	100%
Number of bookings for the Asbestos Collection Program.	28	23
Tonnes collected from bookings for the Asbestos Collection Program.	1.5	2.48
Number of Mobile Problem Waste Collection bookings.	1,312	1,299
Number of Waste Education workshops and events held.	36	55
Number of people attending Waste Education workshops and events.	759	1,405

### KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status Q2	Status Q3
Release of Council's Residential Waste App for mobile devices	Director Environment and Planning	Project completed in quarter 1.		
Explore the viability of enhancing Council's Waste Drop Off Services	Director Works and Infrastructure	Project completed in quarter 3.		

## 6. CHILDREN'S SERVICES

### SERVICE AREA STATUS UPDATE

<p>Key Achievements and Highlights</p>	<p><b>Education &amp; Care Team and COVID-19 Crisis</b></p> <p>Our team has continued to provide education and care to the children of essential workers living within and outside the Cumberland area. Our services have supported health care and emergency service workers and other essential service workers.</p> <p>Recent Federal Government announcements have provided relief and support Council's Education and Care Team, children and their families, which includes the following:</p> <ul style="list-style-type: none"><li>• New Childhood Education and Care Relief Package: paying 50% of the sector's 2020 fee revenue up to the existing hourly rate cap. The funding will apply from 6 April on the number of children who were in care during the fortnight leading into 2 March 2020 and whether or not these children attended services. The Funding Model replaces the Child Care Subsidy and Special Child Care Subsidy.</li><li>• Release of the Exceptional Circumstance Supplementary Payment available for service providers who need a 'top up' on the Early Childhood Education and Care Package Payment. Council is in the process of applying for this funding</li></ul> <p>The State Government announced additional funding for NSW Local Government Education and Care Centres. The additional funding is primarily focused on Council operated Long Day Care Services, Out of School Hours Care Services (including Vacation Care). Council's Preschools are primarily funded by the State Government. For Council, this means Family Dare Care Educators are able to access assistance through the JobKeeper Package, as well as receiving the Commonwealth's Exceptional Circumstances Supplementary Payments.</p> <p>The combined Federal and State Government funding implies Council's Education and Care Services will continue to receive 100% of revenue for the fortnight leading into 2 March 2020.</p> <p><b>Child Safety</b></p> <p>Council's Child Protection Team was asked to assist in the filming for an Office of the Children's Guardian promotional video, which detailed Council's child safety organisational journal to date.</p>
<p>Issues and Setbacks</p>	<p>Due to COVID-19 Children's Services postponed the following activities:</p> <ul style="list-style-type: none"><li>• Paint Cumberland REaD's Community Reading Week.</li><li>• All scheduled programs and face-to-face events have been rescheduled.</li></ul> <p>Pemulwuy Children's Centre was notified that a parent whose child attending its centre, tested positive to COVID-19. The centre was required to be closed for two days and underwent a deep clean before reopening. As a result, Council was unable to claim the Child Care Subsidy and incurred a revenue loss of \$13,650.</p>

## 6. CHILDREN'S SERVICES (CONTINUED)

### PERFORMANCE MEASURES (KPIs)

Performance Measure	Result Q2	Result Q2
Percentage of Children's Services operating at "meeting or exceeding" the National Quality Standards.	100%	100%
Number of children transitioning to school.	277	199
Number of programs providing resources, support, education and care services for families with additional needs and number of families and children supported.	89	54
Utilisation of available childcare spots across all centres:		
Long Day Care utilisation	100%	92.65%
Before School Care utilisation - 60 students	46.67%	51.63%
Before School Care utilisation - 120 students	23.33%	25.81%
After School Care utilisation - 60 students	93.08%	86.40%
After School Care utilisation - 120 students	46.54%	43.19%
School Holiday Program utilisation - 60 students	85.74%	76.73%
School Holiday Program utilisation - 120 students	42.87%	38.36%
Family Day Care utilisation - Equivalent Full Time	136	105
Occasional Care – Hours	65.13%	N/A

### KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status Q2	Status Q3
Develop and deliver a Professional Development Program that targets specific areas of Education and Care	Director Community Development	All relevant training required under legislation, including First Aid and Child Protection has been delivered to staff.		
Develop a Children and Family Strategy	Director Community Development	During the development of the Strategy a number of activities were undertaken under the themes of: <ul style="list-style-type: none"> <li>Child Protection</li> <li>Education and Care</li> <li>Community Participation</li> <li>Health and Wellbeing</li> </ul>		
Provide inclusive programs and activities that support the educational engagement of children and provide pathways into preschool	Director Community Development	Children's Services has undertaken the following activities: <ul style="list-style-type: none"> <li>Prepared hard copy flyers to promote the benefits of early education and care to the broader community.</li> <li>Liaised with Library Services to visit preschool and toddler story times, to share information with families. (Due to the COVID 19, this has been postponed).</li> <li>Hosted community events, which included Community Reading Week to promote the importance of early education and care to the Cumberland community.</li> </ul>		

## 6. CHILDREN'S SERVICES (CONTINUED)

### KEY PROJECTS (CONTINUED)

Key Project	Responsible Officer	Project Status Update	Status Q2	Status Q3
Lead the development and implementation of a best practice Child Protection Framework and training model	Director Community Development	<p>During the development and implementation of the Child Protection Framework and training model, the following activities were undertaken:</p> <ul style="list-style-type: none"> <li>• Organisational child protection training was provided to Council's library staff via webinar.</li> <li>• Partnership with NSW Health Integrated Violence Prevention and Response Service (IVPRS) in establishing resources for Protective Behaviours Program to be made available to Education and Care Services across Cumberland and the community.</li> <li>• Review and finalisation of Council's Child Protection Framework. This is to ensure all off Council's policies, guidelines and procedures reflect current legislation and best practice.</li> <li>• Consultation with Child Abuse Prevention Service (CAPS) on the development of bespoke child protection training to selected staff across Council roles that either directly or indirectly involve contact with children and young people.</li> <li>• Research and sharing of child safety and wellbeing resources with children, young people and their families throughout the Cumberland area via multiple platforms, as a part of Council's response to the COVID 19 pandemic.</li> <li>• Establishment of a draft National Redress Scheme Procedure in response to the Royal Commission into Institutional Child Sexual Abuse to be reviewed by the Executive Team and General Manager.</li> <li>• Information sharing with numerous councils across NSW on Council's commitment to the safety and wellbeing of children and young people across the organisation.</li> </ul>		

## 7. URBAN PLANNING AND DEVELOPMENT

### SERVICE AREA STATUS UPDATE

Key Achievements and Highlights	<ul style="list-style-type: none"> <li>Finalisation and publication of Cumberland 2030: Our Local Strategic Planning Statement, including a letter of support from the Greater Sydney Commission.</li> <li>Issue of a Gateway Determination by the Department of Planning, Industry and Environment on the planning proposal for the new Cumberland Local Environmental Plan.</li> <li>Commencement of public exhibition on 1 April 2020 of the new Cumberland Local Environmental Plan and new Cumberland Development Control Plan.</li> </ul>
Issues and Setbacks	<ul style="list-style-type: none"> <li>Transition impacts arising from the introduction of new IT system for planning related activities, with implications on the timeliness of assessment for development applications and preparation of planning certificates.</li> <li>Service delivery is being impacted by COVID-19. Alternative options and timing of initiatives will continue to be investigated.</li> </ul>

### PERFORMANCE MEASURES (KPIs)

Performance Measure	Result Q2	Result Q3
Number of community consultation on urban planning proposals, agreements and policies.	2	3
Average processing times for development applications.	102	119
Median processing times for development applications.	77	114
Development applications proceed within 90 days.	49%	11%
Development applications processed within 40 days.	21%	16%

### KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status Q2	Status Q3
Finalise the Cumberland Development Contributions Plan for Local Infrastructure	Director Environment and Planning	Project completed in quarter 2.		
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 LEP has received a Gateway Determination from the Department of Planning, Industry and Environment. Public exhibition to commence on 1 April 2020.		

## 7. URBAN PLANNING AND DEVELOPMENT (CONTINUED)

### KEY PROJECTS (CONTINUED)

Key Project	Responsible Officer	Project Status Update	Status Q2	Status Q3
Development Operations Program (including fire safety, external cladding, awning safety and swimming pools)	Director Environment and Planning	<p>Council has continued to partner with the NSW Cladding Taskforce, 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.</p> <p>Council is partnering with Fire &amp; Rescue NSW in relation to educational materials to advise residents of the fire safety issues associated with high-rise apartment living.</p> <p>Complaints of defective swimming pool barriers continue to be investigated as per statutory requirements under the Swimming Pools Act 1992.</p>		
Prepare Wentworthville Public Domain Upgrade Plan	Director Environment and Planning	The Draft Wentworthville Public Domain Plan has been exhibited and is being finalised for consideration by Council.		

## 8. REGULATORY PROGRAMS

### SERVICE AREA STATUS UPDATE

<p>Key Achievements and Highlights</p>	<ul style="list-style-type: none"> <li>• One food safety seminar was conducted for local retail food businesses from Tamil speaking backgrounds.</li> <li>• Discussion has been occurring with Council's Environmental Health, Events and Business Engagement staff on the upcoming Ramadan period. These discussions included advice with food safety requirements for the Ramadan period.</li> <li>• Environmental Health and Environment Protection staff have undertaken additional training to enable an appropriate response to reports of emergency pollution incidents.</li> <li>• Council's Parking Patrol Team has undertaken a blitz of heavy vehicles parked within residential areas of the Cumberland LGA.</li> <li>• Council's Environmental Protection Team has undertaken a blitz of dumped shopping trolleys across the Cumberland LGA as part of the trolley muster Initiative.</li> <li>• The Draft Companion Animal Policy was placed on public exhibition.</li> </ul>
<p>Issues and Setbacks</p>	<ul style="list-style-type: none"> <li>• There has been an increase in operational costs with the Blacktown Animal Holding Facility.</li> <li>• Due to COVID-19, Council's Parking Patrol, Environmental Protection and Environmental Health Teams have experienced some service delivery disruptions. The other impacts of COVID-19 to Council's operations included:             <ul style="list-style-type: none"> <li>• Decrease in revenue, approximately 70% reduction</li> <li>• Working from home and IT access issues for staff</li> <li>• Social isolation issues for team members</li> </ul> </li> </ul>

### PERFORMANCE MEASURES (KPIs)

Performance Measure	Result Q2	Result Q3
Percentage of complaints about unauthorised building works responded to.	100%	100%
Number of swimming pool inspections carried out.	45	23
Percentage of food premises inspected under Council's Food Surveillance Program.	46%	70%
Percentage of skin penetration premises inspected under Council's Public Health Surveillance Program.	94%	100%
Percentage of cooling towers inspected under the Legionella Surveillance Program.	0% - commencing in Q3.	25% complete
Number of registered dangerous and restricted dogs throughout the Cumberland area.		8 Dangerous 5 Restricted 18 Menacing
Percentage of complaints about abandoned vehicles, road enforcement, illegal dumping and parking compliance complaints responded to.	Not available	100%

### KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status Q2	Status Q3
Develop the Cumberland Environmental Health Strategy	Director Works and Infrastructure	Project completed in quarter 1.		

## 9. LIBRARIES

### SERVICE AREA STATUS UPDATE

Key Achievements and Highlights	<p>Library Services completed the following activities this quarter:</p> <ul style="list-style-type: none"> <li>• Updated a number of key library systems.</li> <li>• Successfully launched the Summer Reading Club.</li> <li>• Hosted celebrations across the Cumberland LGA for Mother Language Day.</li> <li>• Review of library rosters and staffing requirements to provide efficiencies.</li> <li>• Review of all library newspaper subscriptions and suppliers to provide efficiencies.</li> </ul>
Issues and Setbacks	<ul style="list-style-type: none"> <li>• COVID-19 has closed all of the libraries in the Cumberland area.</li> <li>• Since mid-March, Library Services has been experiencing significant attendance decreases due to COVID-19.</li> </ul>

### PERFORMANCE MEASURES (KPIs)

Performance Measure	Result Q2	Result Q3
Public Library PC usage.	32,217	31,394
WiFi own devices usage.	80,034	61,835
Number of new library memberships.	2,757	2,870
Number of visitors to libraries.	228,830	194,066
Number of library loans.	161,075	151,481
Number of library programs delivered.	945	720
Number of attendees at library programs.	8,809	7,016

### KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status Q2	Status Q3
Granville Multipurpose Facility - Branch Library Component	Director Community Development	Project completed in Q2.		
Library Digital Literacy Programs	Director Community Development	Project completed in Q3.		
Library procedures and operations review	Director Community Development	Collections procedures are under review by Library Services.		
Harmonisation of Library opening hours	Director Community Development	Project placed on hold until library service re-opens.		

## 10. POOLS

### SERVICE AREA STATUS UPDATE

Key Achievements and Highlights	<ul style="list-style-type: none"> <li>Council has implemented a direct debit system, that is ready to go live when pool reopen.</li> </ul>
Issues and Setbacks	<ul style="list-style-type: none"> <li>Guildford and Granville pools were forced to close due to unplanned repairs of critical equipment.</li> <li>Wentworthville Pool is closed for the Modernisation Program.</li> <li>In March, COVID-19 forced closure to all of Council's pools and this is in accordance to Federal and State regulations.</li> </ul>

### PERFORMANCE MEASURES (KPIs)

Performance Measure	Result Q2	Result Q3
Number of attendees at Council's pools.	111,883 attendees	73,361 attendees
Subsidy per attendee at Council's pools.	\$5.06 per patron	\$14.75 per patron
Percentage water quality compliance with health regulations	100%	100%
Number of attendees at Council's Learn-to-Swim program.	13,645 attendees	17,147 attendees
Number of workplace near misses and safety incidences reported at Council's Pools.	Nil reported	Nil reported

### KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status Q2	Status Q3
Modernisation of Swim Centres	Director Works and Infrastructure	<p>Wentworthville Swim Centre has commenced construction works on site. This is anticipated to be completed in late 2020.</p> <p>The program for the modernisation of the remaining centres is under review pending impacts of COVID-19.</p>		

# 11. GOVERNANCE AND ADMINISTRATION

## SERVICE AREA STATUS UPDATE

Key Achievements and Highlights	<ul style="list-style-type: none"> <li>Customer Service achieved excellent results in the NSW Local Government Customer Service Network Benchmarking exercise. Great results achieved in the provision of an efficient and cost effective service to the community.</li> <li>Council has developed a Quality Assurance Program for its Customer Service Team that is currently being implemented.</li> <li>Council completed the replacement of the cladding and ancillary works for Auburn Civic Centre Rectification in January 2020.</li> </ul>
Issues and Setbacks	<ul style="list-style-type: none"> <li>Increased time to process requests following the implementation of TechOne, coupled with increased call volumes due to rates notice error. As a result, Council saw service standards decline for the quarter.</li> </ul>

## PERFORMANCE MEASURES (KPIs)

Performance Measure	Result Q2	Result Q2
Percentage of compliance with Office of Local Government statutory reporting.	100%	100%
Percentage of Access to Information Applications (GIPA Act) completed within timeframe.	100%	100%
Percentage of Internal Audit recommendations implemented within due date.	81%	46%
Percentage of Customer Calls answered in 60 seconds on average.	76.5%	57%
Counter average wait time.	5 mins and 1 second	4 mins and 33 Seconds
Customer contact average wait times.	1 min and 12 seconds	3 mins and 5 seconds
Percentage of Abandoned calls (Abandonment Rate).	5.8%	13%
Percentage of tier one complaints resolved within 15 days.	100%	96%
Percentage of business papers and meeting minutes published on time.	100%	100%
Percentage of compliance with Integrated Planning & Reporting legislative requirements.	100%	100%
Percentage of Council meetings livestreamed and widely accessible to public.	100%	100%

# 11. GOVERNANCE AND ADMINISTRATION (CONTINUED)

## KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status Q2	Status Q3
Develop a robust governance framework underpinned by principles of transparency and accountability	Director Finance and Governance	A draft Governance Framework is being developed and it is anticipated that it will be reported to the August 2020 Audit, Risk and Improvement Committee meeting.		
Implement dedicated rolling community engagement programs that create an ongoing conversation between Council and the community	Director Community Development	Council has continued the Community Engagement Program to support information and feedback from the community. The engagement undertaken included face-to-face and online consultation opportunities.  Committee meetings were suspended from March due to COVID19.		
Link developed between Council's Integrated Planning and Reporting website and the data systems Council uses for performance reporting.	Director People and Performance	Under development, the introduction of the Tech One Performance Management module will allow this to proceed.		
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 People and Performance	On track, however the due date for this has been postponed 12 months due to Council elections being postponed.		
Undertake and report an annual Community Satisfaction Survey to measure our progress towards the community vision in the Community Strategic Plan	Director People and Performance	Project completed in quarter 1.		
Develop an ongoing Councillor Professional Development Program	Director Finance and Governance	Project completed in quarter 1.		
Develop and implement the Think Local, Buy Local Program	Director Finance and Governance	Council has commenced the rollout for eProcure, which is a new digital RFX platform. Council's Procurement Team is managing this platform and has removed many of the current administrative steps from business units.  Council has continued to ensure that all procurement activities are conducted in a fair and transparent manner. Council has contacted all local businesses to register in preparation for a wider eProcure rollout.		

## 11. GOVERNANCE AND ADMINISTRATION (CONTINUED)

### KEY PROJECTS (CONTINUED)

Key Project	Responsible Officer	Project Status Update	Status Q2	Status Q3
Investigate joint purchase opportunities with neighbouring councils	Director Finance and Governance	Blacktown, Penrith, Fairfield, Liverpool and Parramatta councils' procurement representatives were continually meeting to explore potential regional opportunities.  Due to COVID-19, scheduled meetings and the Contract Management Workshop for 11 March 2020 have been temporarily cancelled.		
Undertake an annual Customer Satisfaction Survey in conjunction with other feedback to measure Council's progress in delivering excellent customer experience outcomes	Director People and Performance	Project completed.		
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	Project completed.		
Develop and commence implementation of a Customer Experience Strategy, setting Council's Customer experience focus for 5 years	Director People and Performance	<ul style="list-style-type: none"> <li>Council has completed the benchmarking exercise for the Customer Experience Strategy.</li> <li>Projects for improving online self-service options has also progressed with a central repository for updated Council forms and factsheets being completed.</li> </ul>		
Implement a Sponsorship Policy and Program to govern incoming and outgoing sponsorship	Director Community Development	With changes proposed to Council's structure, the Sponsorship Policy and Program will move to Council's Events Team.  The policy has been reviewed by Council's Events and Community Engagement Teams to ensure it will meet the essential requirements.		
Auburn Civic Centre Rectification	Director of Works and Infrastructure	Project completed in Q3.		
Develop and commence a Quality Assurance Program for Council's Customer Service Team	Director People and Performance	Project completed in Q3.		

## 12. COMMUNITY FACILITIES AND PROPERTY

### SERVICE AREA STATUS UPDATE

Key Achievements and Highlights	<ul style="list-style-type: none"> <li>Parks and Facilities Bookings have integrated into one Bookings Team function. Council has continued to provide cross training to staff and has consistently updated business systems and processes, to provide best customer outcomes.</li> <li>Council's Booking System Tender demonstrations has been finalised with a recommendation report awaiting Executive Team approval.</li> <li>Council completed the on-boarding and inductions for new trade contractors.</li> </ul>
Issues and Setbacks	<ul style="list-style-type: none"> <li>Closure of facilities due to COVID-19.</li> </ul>

### PERFORMANCE MEASURES (KPIs)

Performance Measure	Result Q2	Result Q3
Number of ECM Booking tasks (applications) received	992	863
Number of ECMs completed	100%	100%
Community Satisfaction levels met for all Council Community Centres and Facilities.	90% satisfaction (an increase from 70% in 2018).	88% of responses are 'satisfied' with quality of Community Centres and Facilities. 91% of responses are 'satisfied' with access to Community Centres and Facilities.
ECM Booking enquiries for all Council community centres and facilities.	9,441 emails, 724 calls	344
Percentage of Capital Works and Building Renewal Projects completed within the specified time and budget.	23%	65%

### KEY PROJECTS

Key Project	Responsible Officer	Project Status Update	Status Q2	Status Q3
Develop Property Strategy	Director Finance & Governance	<p>Project completed in quarter 3.</p> <p>Council has completed the Property Strategy, this outlines Council's strategic property holdings and how Council can best utilise property to fund essential services.</p> <p>This strategy supports Council's Property Policy, that was adopted in quarter 2.</p>		
Deliver the Granville Multipurpose Community Facility	Director Community Development	<p>The project is on schedule to be completed in August-September 2020 with construction well under way.</p> <p>Council has continued community engagement with local services and residents on the development of the facility and will shortly seek Expressions of Interests for bookings and facility use when the facility opens, as well as café operations.</p>		

## 12. COMMUNITY FACILITIES AND PROPERTY

### KEY PROJECTS (CONTINUED)

Key Project	Responsible Officer	Project Status Update	Status Q2	Status Q3
Establish the Guildford Community Centre's 'one-stop-shop' facility	Director Community Development	<p>Awaiting determination of the DA to extend the hours of operation and use of the Guildford Community Centre as well as implementation of new signage. Development Application is due for determination in May 2020.</p> <p>The Centre has been closed for hire as of 24 March 2020 due to COVID-19.</p>		
Design and construction of amenities and grandstand at C V Kelly Park	Director Works and Infrastructure	In quarter 1, this project was recommended to no longer taking place. The project was scheduled for a future year of the Delivery Program but due to resourcing constraints and updated priorities, the project will no longer take place.		



Quarterly Performance Report

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