



Administrator's
End of Term Report



CUMBERLAND
COUNCIL

CANOPY



1. About this report

The creation of Cumberland Council has been a fresh start for residents and the organisation. The conclusion of the administration period is an important milestone in Cumberland's short history and it presents an opportunity to report to the community on our progress and achievements so far.

Under administration Cumberland has been brought together as one community and one Council with a clear vision for the future and a plan to achieve it. In fact, at September 2017 Cumberland is one of the only merged councils in New South Wales to have a full suite of Integrated Planning documents in place, all based on a comprehensive community engagement program carried out shortly after proclamation. This will drive our business and operations towards our community needs in both the short and long term.

The administration period of Cumberland Council has seen the creation of a unified organisation with a focus on transparency, accountability and honesty. Council is on a strong financial footing, in a position where it can deliver services to the community more efficiently than ever before. This has been no easy task, with a complicated merger process involving parts of three different council areas. Throughout this time, frontline services to the community have continued to be delivered in a business as usual fashion.

This report provides a thorough snapshot of *Council's current position*, as well as a comprehensive discussion on Council's key achievements since proclamation.

It will outline how a unified community and organisation is being achieved, as well as other results including progress against the 10 key result areas for new councils, an explanation of how extra funding has been allocated, information about the community and outstanding implementation priorities for the incoming Council. In addition, this report will give an overview of other service harmonisation achievements and examples of open and transparent governance.



2. About Cumberland Council

ESTABLISHMENT OF CUMBERLAND COUNCIL

In May 2016 the NSW State Government proclaimed the new Cumberland Council, made up of most of the former Holroyd Council and parts of the former Auburn and Parramatta City Councils. At this time, Mr Viv May was appointed Administrator of the new Cumberland Council. Mr May had previously been the Interim Administrator of the former Auburn Council.

The role of the Administrator was to perform all of the functions normally undertaken by the governing body of elected representatives, as outlined by the Local Government Act 1993. In addition, the Administrator's role was to establish a link between the Council organisation and the Office of Local Government and the Department

of Premier and Cabinet. This included reporting and governance requirements.

The Administrator continued to hold monthly Council meetings which provided a forum for open and transparent public debate of local issues, recommendations from Council officers and decisions on other matters that would have normally been addressed by the elected body. During the tenure of his Administration, Mr May held no closed sessions of Council, provided a strategic direction for the organisation through the use of wide ranging community engagement, and participated in numerous community events and consultation activities.

During the 16 months of administration, a significant amount of work has been undertaken to unite the organisation and the community, and to enhance service delivery and efficiency.



KEY ACCOMPLISHMENTS

- The formation and adoption of the first Cumberland Community Strategic Plan outlining the community's vision for the future based on extensive community engagement
- The adoption of the Cumberland Delivery Program 2017-21 and Operational Plan 2017/18 returning \$184.5m back to the community
- The establishment of a new brand and visual identity for Cumberland with significant input from the community
- The establishment of the Cumberland Independent Hearing and Assessment Panel to provide transparency and probity in the assessment of development applications and planning proposals as well as providing an independent forum for discussion of such matters
- The adoption of a new waste service providing better value for money and cleaner streets for Cumberland ratepayers
- \$1 million in grants to community organisations along with a range of other grants
- Adoption of strategic policies addressing youth, disability and affordable housing
- The adoption of a long term resourcing strategy, providing the community with clear and detailed information on how Council plans to resource the commitments made in the Delivery Program 2017-21 as well as beyond the scope of that plan
- Recurring savings of \$2.1m reinvested into better services and capital works.

VISION FOR THE FUTURE

Cumberland Council's focus on transparency, accountability and community engagement led to the establishment of a new Community Strategic Plan. This plan was facilitated by Council, but is completely owned by the whole Cumberland community, and was formed from the input of around 2,500 residents, businesses, community groups and other key stakeholders. These people participated in a series of workshops, town hall meetings, online surveys, focus groups and an independent telephone survey to gather their priorities and vision for the future of the Cumberland community. The plan resulting from this engagement forms the main reference point for all Council's long term planning, and is the highest level plan governing Council's strategic direction for its operations.

The detailed results of this work can be found in the Cumberland Community Strategic Plan 2017-27 and the Community Engagement Report 2016. In summary, the Community Strategic Plan outlines the community's vision and priorities for the future, being:

Vision: Welcome, Belong, Succeed.

This vision statement summarises what the residents of Cumberland said they want Cumberland to be over the next 10 years. It captures the essence of all of the key community priorities outlined during community engagement which were:

- Sense of community
- Liveability
- Safety
- Cleanliness
- Equality of access to infrastructure and services
- A diverse range of high quality green space and natural areas
- Access to jobs
- Access to education
- A strategic approach to planning that results in positive outcomes for the community
- Transparent, accountable and honest leadership based on community involvement in decision making.

In the Community Strategic Plan, these priorities were distilled into six Strategic Goals:

1. *A great place to live*
2. *A safe and accessible community*
3. *A clean and green community*
4. *A strong local economy*
5. *A resilient built environment*
6. *Transparent and accountable leadership.*

To help achieve the community's vision, Council adopted a four year Delivery Program of key activities. This plan outlines Council's internal vision and values which govern its operations as well as a fully costed set of works for the next four years. These projects align directly with the community priorities and the goals designed to help achieve them, set out in the Community Strategic Plan.

OUR ORGANISATION

To help achieve the community's vision, Council has 920 full time equivalent employees responsible for delivering the wide range of services, programs and projects for which Council is responsible, such as maintaining recreational spaces, delivering programs that enhance community life, ensuring our streets are clean, delivering public health programs, formulating urban planning strategies and instruments, processing development applications and providing education and care services for our community.

Cumberland Council's organisational vision is to:

“Build a unified organisation while continuing to do great work with our community.”

This vision references Cumberland's past as parts of three separate councils and the specific task of focussing on developing one organisation while continuing to deliver great service to the community.

Council's internal values are:

- We are *determined* to succeed
- We are *inclusive* in our approach
- We are *progressive* in our outlook

This organisational strategic direction will help Council plan for and supply a workforce that can ensure the goals of the community are able to be met.

BUDGET

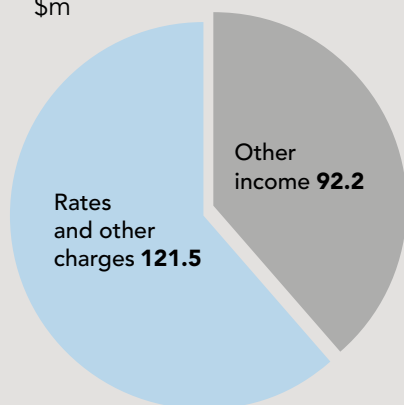
Cumberland Council's greater scale and capacity has meant more savings returned to the community. For the 2017/18 year Council's budget projects a net surplus of \$2.1m while paying off \$4.4m in inherited debt. The budget has allocated money to continue delivering new playgrounds, roads, footpaths, and community and sporting venues equally across the former local government areas.

In total, \$184.5m will be invested in community assets. Highlights of the budget included in the 2017/18 Operational Plan include:

- \$65.8m in capital works, including new projects worth \$12.4m
- \$24.7m for roads, traffic and street cleaning including \$9.8m for re-sheeting of roads
- \$4.4m for footpaths and cycle ways
- \$12.9m for parks upgrades and maintenance including:
 - The development of a \$3.5m Regional Sporting Complex at Gipps Road
 - \$2.09m in upgrades to Central Gardens and Auburn Botanic Gardens
- \$15.4m for community facilities including:
 - \$5m towards Granville multipurpose community centre, library and regional gallery
 - \$1m expansion of Auburn Library

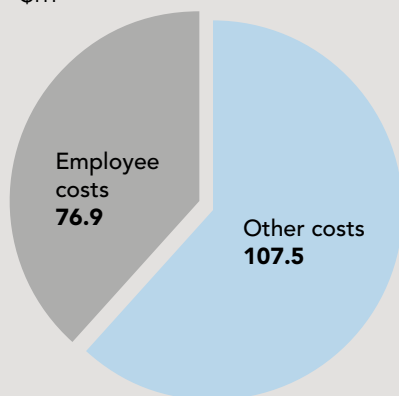
A summary of Council's income and expenditure for the 2017/18 budget and four year projections is as follows:

Income at a glance 2017/18
\$m



Income from Continuing Operations	2017/18 \$,000	2018/19 \$,000	2019/20 \$,000	2020/21 \$,000
Revenue:				
Rates and annual charges	121,494	128,117	132,977	138,283
User charges and fees	24,071	23,599	24,282	24,986
Interest and Investment revenue	3,883	4,419	4,456	4,971
Other revenues	11,513	13,585	14,034	14,497
Grants and contributions provided for operating purposes	24,762	24,691	24,738	24,786
Grants and contributions provided for capital purposes	27,170	24,986	25,883	26,906
Other income:				
Net gains from the disposal of assets	831	875	876	877
Joint Ventures and associated entities	-	-	-	-
Total income	213,674	220,272	227,246	235,306

Expenses at a glance 2017/18
\$m



Expenses from Continuing Operations	2017/18 \$,000	2018/19 \$,000	2019/20 \$,000	2020/21 \$,000
Employee benefits and on-costs	76,931	80,769	84,188	88,093
Borrowing costs	615	569	744	796
Materials and contracts	55,341	55,400	56,886	57,863
Depreciation and amortisation	28,627	28,697	28,122	31,382
Impairment	-	-	-	-
Other expenses	22,920	24,719	25,318	26,032
Interest and investment losses	-	-	-	-
Net losses from the disposal of assets	-	-	-	-
Joint ventures and associated entities	-	-	-	-
Total expenses	184,434	190,154	195,257	204,166
Operating result from continuing operations	29,239	30,118	31,989	31,140
Discontinued operations - Profit/(Loss)	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-
Net operating result for the year	29,240	30,118	31,989	31,140
Surplus before Capital Grants and Contributions	2,069	5,132	6,106	4,234

OUR COMMUNITY

Cumberland is one of the most culturally diverse and vibrant local government areas (LGA) in NSW. Approximately 220,000 residents have chosen to live here, making it also one of the most populous LGAs in NSW. Located in the geographical heart of Sydney, Cumberland is also the epicentre of modern multicultural Australia. With nearly half (48%) of all residents born overseas and almost a quarter (24%) having arrived in Australia in the last five years, the area is for many their first introduction to life in Australia. This is why it is so important that the community vision of “welcome, belong, succeed” is observed in practice. Council is determined that all its residents, businesses and visitors feel they are welcome, that people from any background or culture can belong, and where anyone through hard work and with the support of their community can succeed.

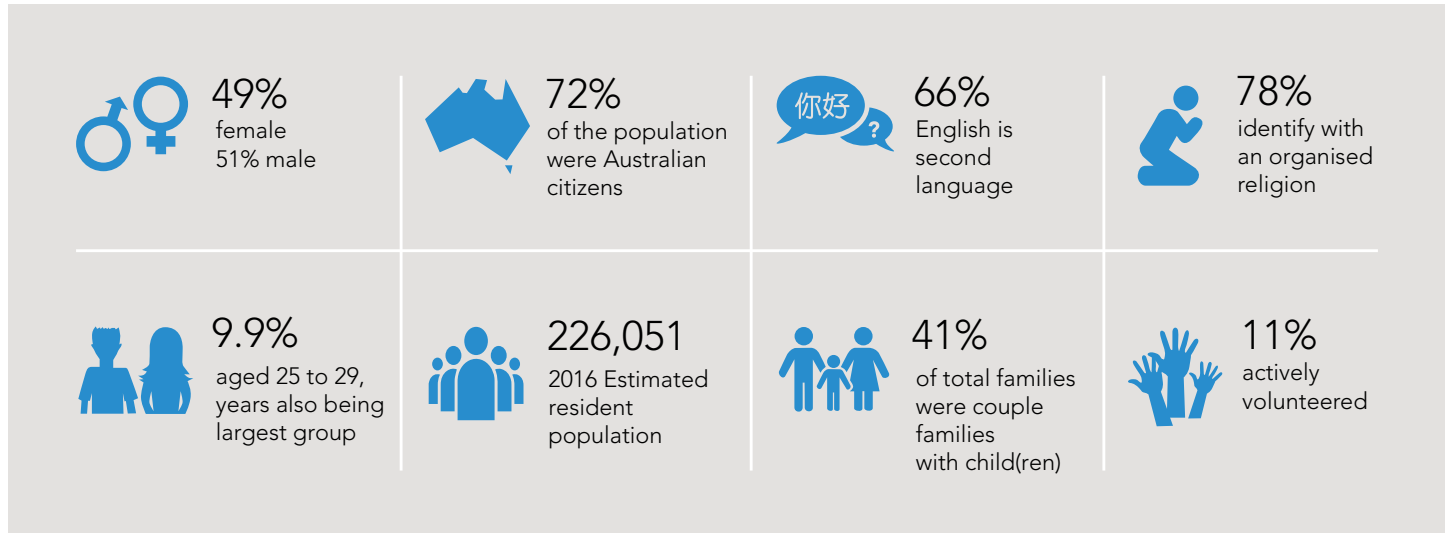
Cumberland is also home to wide variety of green space. Residents and visitors have access to a variety of sports fields, natural bushland, botanic gardens and parks, all located right in the geographical heart of Sydney.

Cumberland’s traditional economic strength in manufacturing is slowly making way for the industries of the future. Cumberland Council is helping drive this change, helping encourage local entrepreneurship, creativity and innovation as well as creating an attractive and agile setting for established and emerging industry to do business.

The attraction of Cumberland as a place to do business does not stop at an industrial level. The network of small business in its town centres adds to Cumberland’s appeal as a place to live and work. Increased connectivity and more diverse transport options between Cumberland’s town centres is a top priority for Council, to help strengthen the local economy.

Cumberland Council’s fresh approach to community engagement will mean that modern technology will play an increasingly important part in the way it communicates with the community. This new commitment also encourages maximum transparency, accountability and honesty at all levels of the organisation, and means that Council will always seek community input into its decision making. These commitments made during the first 16 months of the new Cumberland Council will help ensure that the Council will continue to act as a community guardian and voice.

A SNAPSHOT OF WHO WE ARE:



Cumberland has a population of 220,000 people across five wards:

- Greystanes Ward
- Wentworthville Ward
- Granville Ward
- South Granville Ward
- Regents Park Ward



10 KEY RESULTS AREAS

The 10 Key Result Areas represent the NSW State Government's key high level priorities for Council in its first phase following the amalgamation. They signify the key drivers of a Council which has taken the lead on delivering positive outcomes for its community and seizing the opportunities presented by the Local Government reform program. Many of these areas will continue to be key focus areas and have been embedded in the Strategic Goals of the Cumberland Community Strategic Plan.

Cumberland has made significant progress towards all of the 10 key result areas. A summary of the activities Council is undertaking to address each area is below. Detailed information about these activities is discussed in the achievements section of this report.

Service continuity with smart service improvements

- Development of Waste Services Review and Overall Savings
- Redevelopment of the Auburn Ruth Everuss Aquatic Centre completed
- Access and Customer Service improvements.

Robust governance that delivers confidence to communities

- Section 94 Review and Reform
- Policy Review and Consolidation
- Council Committees Review
- Cumberland Independent Hearing and Assessment Panel
- Establishment of Audit Risk and Improvement Committee
- An Internal Ombudsman
- Review of financial assistance programs of the former Councils and creation of the new Cumberland Council Community Grants Program.

Easy to do business with, in person and online

- e-Planning (online DA tracking) implementation
- Revised Events Strategy and Program
- Booking System, Application Forms and Customer Interface
- TechnologyOne Implementation.

Engaged staff who understand their roles and how they contribute to the new council

- Staff Climate Survey
- Completion of Organisational Structure and Office Relocations
- Staff Engagement Program
- New vision and values developed
- Establishment of a combined Staff Consultative Committee
- Harmonisation of staff salaries system, and working conditions has commenced with consultation with all stakeholders
- New focus on high quality leadership in the organisation.

Involved communities who have their say

- Community Strategic Plan
- Community Engagement
- Local Representative Committee
- Early Public Consultation in Planning Proposals.

Communities can readily identify with their new council

- New Logo and Visual Identity
- New website.

A shared vision and direction for the whole community

- Community Strategic Plan and Vision Development.

Rates maintained within existing pathways and resources used wisely to serve the entire council area

- Rating structures for 2017/18 adopted.

Expected benefits which are clear, measurable and on target

- Stronger Communities Fund
- Stronger Councils Projects
- Statement of Local Benefits.

A newly elected council working for the whole community

- Policy and Direction through internal processes and Integrated Planning and Reporting documents established to advise the incoming Council
- Role of Councillors and Mayor redefined in line with the updated Local Government Act.





3. What has Council achieved in its first 16 months?

In its first 16 months, Cumberland Council has set new standards in service and project delivery, efficiency, transparency and community engagement. Council has achieved a range of 'big wins' as well as smaller, yet valuable efficiency changes that have led to better value for money for the ratepayers of Cumberland. In addition to delivering 'on the ground' projects, some major achievements include improvements in service delivery and effectiveness, meaning Council can deliver things to the community faster, cheaper or to a higher standard than before.

Some major achievements so far have included:

- The re-opening of the Ruth Everuss Aquatic Centre
- A full review and streamlining of Council's committee structure
- Waste Service Review which saves the community money and results in cleaner streets
- Policy reviews and harmonisation
- Delivery of the full suite of Integrated Planning and Reporting documents outlining the communities priorities for the future, and how Council will help deliver them
- Stronger Communities Projects and Grants
- Commencement of a whole of Council TechnologyOne platform.

SERVICE CONTINUITY WITH SMART SERVICE IMPROVEMENTS

Waste Services Review and Overall Savings

Upon proclamation, Cumberland Council inherited three separate waste management services from the former Auburn and Holroyd councils, as well as part of Parramatta. An extensive service review was undertaken following proclamation, which included an investigation into a number of different waste service options, based on the technical expertise and input of Cumberland staff and an independent verification of Council's processes.

The review highlighted the inefficiencies and discrepancies in service across the new local government area. It also highlighted the potential for significant savings and a more equitable standard of service across Cumberland, by contracting out some or all of waste management services.

Council subsequently undertook an intensive consultation process with a number of stakeholders, including residents,

staff and the United Services Union (USU). Following the completion of this process tenders were called for waste services on 2 May 2017.

Following the tender process Council accepted the tender from United Resource Management Group (URM) for the collection of kerbside waste, dumped rubbish and pre-booked pick up. The new waste service which commenced on 14 August 2017 will deliver more than \$18.8 million in savings over the next eight and a half years. The service will provide significant savings and an improved service for the community and a more equitable, higher standard of service across the Cumberland Council area. Throughout this process Council has acknowledged the potential impact on staff and guaranteed a job to any staff member who wants to stay with Council.

Auburn Ruth Everuss Aquatic Centre

Council sought to upgrade its Ruth Everuss Aquatic Centre to a state of the art recreational facility. The \$27 million upgrade of the Aquatic Centre provides the Cumberland community with a year-round aquatic hub that provides a variety of water spaces for leisure, fitness and wellness. The existing facilities have been totally overhauled with the exception of the heritage significant buildings and the grandstand which have remained in recognition of the centre's local historical significance. The Centre features a 50m outdoor pool, 25m indoor pool, program pool, water polo facility and water play areas alongside gym and recreation facilities. Landscaping and aesthetics of the centre were also completely rejuvenated.

Council will continue its review of its pools by inviting the community to vote on the issue at the upcoming Council elections.

Access and Customer Service

Council now has a significantly larger portfolio of key facilities and centres, allowing the merging of Fees and Charges, service standards and performance monitoring. Residents now have access to Cumberland's two customer service centres, eight libraries, 17 Child Care Centres and over 50 community centres and halls. Council is in the process of developing uniform ways of working, improved booking systems and consolidated fees. A single phone number and single website have also been rolled out to ensure Council is accessible and easy to do business with. These initiatives form part of a wider program of service harmonisation that will result in streamlining of service delivery and greater efficiency across the organisation. There is much more work to be done in this area which relies on the harmonisation of Council's technology systems and staff.

ROBUST GOVERNANCE THAT DELIVERS CONFIDENCE TO COMMUNITIES

Section 94 Review and Reform

Residents will benefit from increased investment in infrastructure through the new Section 94 (S94) Plan being developed for the whole of Cumberland, and better handling of developer contributions after Council adopted reforms to S94 contributions systems at its 5 July, 2017 meeting. Council inherited a range of different plans for managing these contributions, with the plans of the former Parramatta and Auburn Councils raising significantly less money than neighbouring Holroyd. Council is working toward a new, whole-of-Cumberland plan that will lift the financial contributions of developers in the former Auburn and Parramatta LGAs, so that residents living in these areas don't miss out. In the short term Council has introduced new measures to better track how money from Section 94 contributions is used to pay for projects or infrastructure. This review and reform will improve Council's governance structure, harmonise conflicting methods of operation and allow confidence that Council has the best interests of every Cumberland resident in mind. It will also provide the much needed infrastructure required to support the development occurring in Cumberland.

Policy Review and Consolidation

Council inherited a large number of policies from the three former councils, many of which were out of date or unable to be easily harmonised due to discrepancies. As a result, Council sought to undertake a thorough review of all key policies in order to create an effective governance framework for the organisation. Many of these policies including the Complaints Management Policy, Compliance and Enforcement Policy, Financial Planning and Sustainability Policy, Community Grants and Donations Policy and Charity Collection Bins Policy were placed on public exhibition encouraging residents to have their say on these key items. Council is committed to ensuring it is open, honest and transparent with its community, moving on from the past and delivering good governance and strong leadership.

This is underpinned by the Community Strategic Plan 2017 – 2027, which sets out Council's Strategic Goals to achieve and regain confidence from its community.

Council has worked hard to underpin Cumberland Council with strong governance, and have introduced best practice policies such as:

- Fraud and Corruption Prevention Policy
- Code of Conduct
- Gifts and Benefits Policy.

Council Committees Review

As a result of amalgamation, Cumberland Council inherited different approaches in the number, structure and role of committees and interagency groups. Whilst the amalgamation process has presented difficult changes to both Council and the community, it has presented a new opportunity to review former committees and participatory engagement models, many of which have been in place for many years without comprehensive review or oversight by the former councils.

As a result Council engaged Elton Consulting as well as an independent financial consultant to complete a thorough review of its current committee structure.

The findings resulting from the review are based on independent research, analysis and engagement undertaken throughout the project process.

The recommendations made in the report respond directly to the key findings of the review undertaken by Elton Consulting as well as the independent financial and pecuniary audit performed by InConsult Pty Ltd.

The cessation of Section 355 committees was recommended in response to the finding that the use of Section 355 committees presents significant governance and financial risks. Responsibilities for managing bookings and payments for all facilities were transferred to Council staff which alleviates volunteers of this considerable responsibility. This also ensures that Council meets its legal and governance requirements.

Council has put additional resources in place to manage the transition process and ensure service to the community is not disrupted. Cumberland Council is now an organisation with sufficient resourcing capacity to undertake the management of all parks and facilities across Cumberland. Moreover, the return of parks and facilities to Council will encourage equitable access to parks and facilities for all members of the community, which was a significant issue the community raised in the engagement for the Community Strategic Plan. It will also enable Council to take a more strategic and consistent approach to community facility and recreation planning to meet the community's current and future needs.

Internal Audit and Risk Committee and Ombudsman

Cumberland Council is committed to ensuring it is an open, honest and transparent organisation which thoroughly reviews and analyses its operations and decisions. Council has made progress in establishing mechanisms to help achieve a sound and reliable governance framework. Council is prepared for new audit and ombudsman requirements for all NSW Councils.

The Internal Audit and Risk Committee was established comprising of internal and external independent members. This body operates under a charter and reviews key items related to Council's audit and risk framework, providing sound impartial advice and direction.

Cumberland Council will also be introducing an Internal Ombudsman service to act as an impartial watchdog. The free service is open to both residents and staff who have concerns about corruption, misconduct, maladministration, unethical behaviour, bullying or other general conduct within Cumberland Council.

Failure to manage these risks can lead to a significant loss of service to the community and tarnish the reputation of the Council. The establishment of an Internal Ombudsman service provides an avenue through which independent, impartial, professional, factual investigations can be conducted at arm's length to expose such conduct in its early stages before it becomes a danger to the organisation.

Review of financial assistance programs and establishment of the Cumberland Council Community Grants Program

The former Holroyd and Auburn City Councils and the former Parramatta Council (with relevance to the Woodville area) provided a range of financial assistance programs to individuals, business and not for profit organisations.

Post amalgamation a review of all financial assistance programs and policies was required to develop a new Community Grants and Donations Policy and streamlined Cumberland Council Community Grants Program.

The new Policy and Program provide an accountability framework that ensures Council meets legislative requirements prescribed in Section 356 of the Local Government Act.

The Cumberland Council Community Grants Program provides grants to local not-for-profit organisations and individuals for projects which aim to develop a more vibrant, sustainable and inclusive Cumberland community. The total funding pool available is \$660,000 per annum across six funding streams.

Council has undertaken round one of the new Cumberland Community Grants Program, which will be rolled out across three funding rounds annually.

EASY TO DO BUSINESS WITH, IN PERSON AND ONLINE

e-Planning (online DA tracking)

Council established a new online e-Planning system enabling the public to view DAs online and make comments directly to Council's website. This creates greater access to one of the most important items for local residents. It will no longer be necessary for people to visit a Council building to view a Development Application and sift through documents that could be hundreds of pages long. Now applications can be viewed directly online using a home computer, tablet or phone. Documents can be downloaded and searched. This new system uses the most up to date technology and allows users to search for development applications or see a map which graphically illustrates all the applications in a given area. This is the first time residents of the former Auburn and Holroyd have had access to this technological advancement in planning services, and represents a major achievement in the service that Cumberland residents receive for Development Application tracking.

Events Strategy and Program

The amalgamation presented a significant opportunity to improve Council's approach to events, marketing and promotion to ensure events align with community expectations and are advertised effectively to attract local residents. Cumberland's Events Strategy and Program responded to this need by providing a framework and database for local events.

As a result, Cumberland's first Events Strategy was adopted in March 2017. Cumberland staff seized the opportunity provided by the 2016 amalgamation to conduct detailed research and community engagement to find out the unique needs of the local community when it comes to events. Based on feedback from 1,900 residents, the Strategy sets out a range of small and large events that support an active and connected community and that attract visitors from across Sydney.

The strategy builds on a remarkably successful opening year of events. From July 2016 to February 2017, Cumberland Council delivered 30 events which engaged more than 100,000 residents and visitors to Cumberland, breaking attendance records of the former councils.

A key priority during the formation of the strategy was creating new opportunities and supporting the development of events that help define Cumberland as a new community and capture the collective spirit, history and endeavour of all the people within its boundaries.

To accompany the Events Strategy, Council has released its 2017-2018 Events Program, outlining all of Council's events to be delivered over the course of the next year across a number of categories responding to specific characteristics of Cumberland. The program includes a number of returning events such as the Sydney Cherry Blossom Festival, Christmas Celebrations and Australia Day but also introduces new events such as Locale – a series of happenings across the area allowing people to see inside and better understand the culture, art and history of the people and places of Cumberland. Council works with the diverse demographic groups to hold events in line with the many cultures and backgrounds in the community.

Booking System, Application Forms and Customer Interface

As well as its phone number and website, Council has taken steps to consolidate and improve service delivery to make key forms and bookings easier to search for and complete.

Council has implemented a new, single phone number with intuitive IVR (interactive voice response) menu for the entire organisation. This has resulted in smarter call routing, and benefits have already been experienced in the short period since implementation. In addition, staff are regularly rotating between offices, creating greater capacity within the team in order to streamline the customer experience. Council is now in the process of reviewing its various providers and aligning those for both service centres.

TechnologyOne

Currently staff are using a number of different technology platforms from the former Councils in their day to day work. TechnologyOne will consolidate these existing platforms into a more streamlined process. The implementation of TechnologyOne is called Project360. Project360 has already begun to:

- Enhance Council's customer experience and community centric service delivery model aligning support functions with what Council does on the frontline
- Provide a 360° transparent view of everything Council does, providing quality information to support decision making processes
- Deliver a platform that enables Council to access information anytime, anywhere from a single solution.

These improvements will help create a Council which is financially efficient and provide a strong base for recruitment, record management and asset planning. This will ensure Council's information is integrated and able to be delivered effectively to stakeholders, suppliers and residents though increased ability to interact with Council from their home. Phase one of the implementation is already complete and will help spur further service harmonisation throughout the organisation.

This significant and complex project is funded in part by the NSW State Government as part of the amalgamation arrangements, minimising the cost of this large project on rate payers.

ENGAGED STAFF WHO UNDERSTAND THEIR ROLES AND HOW THEY CONTRIBUTE TO THE NEW COUNCIL

Staff Climate Survey

A staff climate survey was conducted by Council to draw a line in the sand and discover the current cultural climate of the organisations. The results of the survey led to the prioritisation of a number of key staff initiatives including accelerated office relocations, Transition Engagement and Ideas Program and the development of new staff values for the organisation. The Staff Climate Survey is part of a wider and modern strategic approach to Council's planning, detailed in the Workforce Management Plan.

Completion of Organisational Structure and Office Relocations

Council sought to complete its high level organisational structure and office relocations as quickly as possible, to mitigate the effects and disruption to staff. As at September 2017, all staff had been moved to their permanent positions within the Auburn or Merrylands administration buildings. The organisational structure has mostly been confirmed with all Group Managers recruited and processes are in place to complete the lower level structures. Progress with this enormous and complex task has allowed for the uninterrupted service delivery to the community during the amalgamation process.

Staff Engagement Program

Council sought to actively engage its staff throughout the transition process to uncover key pain points and issues of concern, as well as quick wins and areas where efficiencies could be gained. Face to Face sessions were held regularly by the General Manager to update staff on key items and answer any questions. A dedicated email address was also implemented, inviting staff to submit key questions that had to be responded to directly by the General Manager in the staff newsletter.

The leadership team identified the need for better communication with staff around the transition process and opportunities to identify pain points, issues and also opportunities. In response the transition team rolled out the Transition Staff Engagement Program and the Stronger Cumberland Staff Ideas Initiative.

During December 2016 and January 2017, the Transition Team delivered a series of staff engagement workshops to more than 200 indoor and outdoor staff across the organisation. The objectives of the program were to update staff on the progress of the transition process, identify the biggest 'pain points' for staff and potential quick wins that can be implemented and identify and document transition-related information needs/questions.

These sessions helped to quickly implement several initiatives aiding departments to integrate and deliver effective services as well as providing an overall snapshot to the executive of organisational culture and current morale.

An online survey called The Stronger Cumberland Staff Ideas initiative was also rolled out in January / February 2017 encouraging staff to submit ideas about how to make Council more efficient and effective during this transitional period.

New Values Developed

Council undertook an extensive staff engagement campaign to develop a new set of organisational values to drive a positive work ethic and great outcomes for the community. This program gave the power to staff to select the behaviours they want to see demonstrated by Cumberland employees. These sessions were run independently and asked staff to discuss and determine how the new Council should drive positive outcomes from the inside out.

The new internal values "Determined, Inclusive, Progressive" were launched at a special all staff event on Cumberland's first birthday, the 12 May 2017. Employees were given brand new Cumberland Council polos as well as name badges to help them meet and greet new staff as office relocations occurred. This further helped unite the organisation and ultimately improve service delivery for the community.

Staff Consultative Committee (SCC) and harmonisation of salary system and working conditions

The establishment of the combined SCC not only meets Council's award requirements but also provides an effective consultation mechanism for staff and the unions,

which is important at a time of so much change. The SCC also reduced the risks of industrial dispute and general unrest in the workforce.

The salary system and working condition harmonisation project has commenced and consultation with all stakeholders is well underway. This work will continue until council can adopt a set of working conditions that provides consistency for the staff. Also, Council aims to develop a package of employment conditions that enables a highly engaged workforce, whilst balancing this with the need to remain sustainable and return best-value services to the community.

INVOLVED COMMUNITIES WHO HAVE THEIR SAY

Community Strategic Plan

During August to November 2016 the newly established Cumberland Council undertook a comprehensive community engagement campaign to listen to and understand the priorities and aspirations the community has for the future.

By the end of the campaign Council had engaged with more than 2,500 residents, community groups, businesses and other stakeholders. This was a robust process that examined high level visions for the future as well as specific priorities and ideas around how Council can contribute to the community priorities.

From these results Council has created a long term strategic plan that reflects these priorities and puts strategic objectives in place along with strategies designed to achieve them. The plan consists of the community vision, six Strategic Goals, and desired outcomes and activities to achieve those goals.

This large scale engagement program involved the community in a scale not seen before in the former Councils, and introduced a new era of communication for Cumberland. The data will be used into the future to drive positive outcomes for Cumberland and deliver services the community has requested into the future. Progress towards this vision will be measured and reported to the community in the End of Term Report at the conclusion of each political term of Council.

Community Engagement

Council has been rigorously engaging its community on key policies, strategies and documents vital to the future of Cumberland. Engagement has been targeted and comprehensive, backed by an understanding of the cultural diversity of the area as well as the communication methods most effective to reach these people.

Thousands of residents, businesses, community groups, Council staff and community representatives have been engaged for the Community Strategic Plan, Youth Strategy, New Visual Identity and other projects across Council.

Council's Strategic Planning Unit is also changing the way it engages with the community, with a new focus on engagement and transparency. This involves but is not limited to information becoming available to the public early in the planning process in addition to other points as it progresses through assessment.

Local Representative Committee

Cumberland Council established a Local Representative Committee (LRC) to provide insight on the community's behalf on a range of local issues facing the new Council. The LRC was operational and provided guidance from July 2016 to June 2017.

The Committee was made up of former Councillors from the former Holroyd Council, the former Woodville Ward of Parramatta City, and one community member chosen from each of these areas as well as the former Auburn Council area.

COMMUNITIES CAN READILY IDENTIFY WITH THEIR NEW COUNCIL

New Logo and Visual Identity



CUMBERLAND COUNCIL

Council approached the amalgamation as a once in a generation opportunity to create something entirely new that all of Cumberland could be proud of. The goal, from start to finish, was to create a brand that linked our new communities together, created a sense of ownership and promise for the future. Cumberland adopted its new brand in February 2017 beginning a staged roll out of key components.

The community themselves were important contributors to the creation of this brand. A number of workshops, forums, online surveys and other engagement activities were held with the community to find out what they thought of Cumberland currently and what they would like it to look like into the future.

The brand is a firm announcement of Cumberland's identity and aspirations for the future. The vibrant colours are a direct representation of Cumberland's potential, diversity and ambition, and each represent a different part of Cumberland's diverse characteristics. The logo itself was designed in order to recognise togetherness, leadership and a strong purpose. It is the result of months of engagement and hard work by all involved.

All of the work on the new brand was about finding out the community's hopes for their new Council, and it has resulted in the final brand which is a declaration of Cumberland's identity and aspirations for the future.

The Colours of the logo are also informed by the legacy organisations and the 'C' represents the importance of the community as much as Cumberland Council itself. The 'C', made up of three interlocking C's which stand for Connection, Community and Council. For each of these there is a corresponding principle: Welcome, Belong, Succeed. This means Cumberland welcomes everyone. We work hard to foster belonging. And from a position of strength in diversity, we succeed.

A SHARED VISION AND DIRECTION FOR THE WHOLE COMMUNITY

Community Strategic Plan and Vision Development

Council sought to intensively engage its community and develop a single unified vision immediately following the amalgamation. The 2016 Community Engagement Project was undertaken by Council to form a valid and strong foundation for its community and business planning documents and to ensure that the community's priorities for the future are the foundation of council's decision making processes.

Cumberland recognised the opportunity to be an industry leader in this field and a commitment to first class engagement underpinned all engagement activities. In the development of the Community vision and Community Strategic Plan (CSP) for Cumberland, more than 2,500 residents were engaged through a wide range of surveys, forums, focus groups and face-to-face discussions. The Community Vision and six Strategic Goals of the CSP are born directly from the wishes of Local Residents. The Cumberland Community Vision is:

Vision: Welcome, Belong, Succeed

The CSP encompassed this central vision for Cumberland and a series of supporting long-term Strategic Goals, Outcomes, Activities and Measures. It also balances a commitment to social and cultural cohesion, the local economy, our natural and built environments and all members of the Cumberland community. This 10 year strategic document will guide Council's endeavours to build a better Cumberland in partnership with its community.

The vision created by this Plan flows down throughout Council's operations to drive progressive outcomes, high performing services and positive initiatives. The CSP is a long-term document, laying the foundation for Council's service delivery, major projects and overall focus over the next 10-year period.

Councils Delivery Program 2017-2021 and Operational Plan 2017-2018 retain this vision and transpose it into tangible actions and services Council will deliver to help drive Cumberland towards these goals. These plans allocate the pool of resources and activities for the next financial year, with the long term projects to be assigned by the incoming Council.

RATES MAINTAINED WITHIN EXISTING PATHWAYS AND RESOURCES USED WISELY TO SERVE THE ENTIRE COUNCIL AREA

Rating structures for 2017/18 adopted

The 2017/2018 budget has been based on a 7% overall increase in rates as approved by IPART in June 2014 for the former Holroyd City Council area and a rate peg increase of 1.5% as set by IPART in December 2016 for the former areas of Auburn City Council and Parramatta City Council. A restraint placed on all newly amalgamated councils due to the adoption of section 218CB of Local Government Act results in a rates path freeze which restricts councils from consolidating rating calculations until 30 June 2020. This means that rates will maintain the pre-amalgamation rating structure of the three former Councils until June 2020. To clarify, the rates path freeze does not impact the IPART determination to increase rates by the rate peg or any pre amalgamation approved special rate variations.

EXPECTED BENEFITS WHICH ARE CLEAR, MEASURABLE AND ON TARGET

Stronger Communities Fund

Under the State Government's Stronger Communities Fund Cumberland Council allocated more than \$1 million to a total of 32 community organisations. The groups received funding of up to \$50,000 for a range of projects that aim to improve community safety, health and wellbeing, social inclusion and the capacity of local organisations to deliver projects.

Stronger Councils Projects

Council utilised the funds received by the State Government as part of the amalgamation process to kick-start a number of key projects across the Cumberland area. Most notably the development of a multi-purpose community centre in Granville, an area which our early research showed was in desperate need of new facilities. \$10 million will go straight to the Granville project with an additional \$10 million being provided by Council from internal executive salary savings.

\$4 million has been allocated towards a diverse spread of improvements including an expansion of Auburn Library, 30 mobile CCTV units in the former Holroyd area, a contribution to a replacement bridge in Westmead and upgrades to Auburn Botanic Gardens and Central Gardens in Merrylands.

The progress of each project will be monitored and the outcomes communicated to the community.

Some other activities that Council has undertaken as part of the amalgamation include:

- Transfer of assets
- Condition assessment of assets
- Granville pool
- A range of strategies developed
- Bus loop revision
- New uniforms for staff.

A significant number of smaller projects have also been completed or have commenced to help the smooth amalgamation process and ensure business as usual or higher quality services for residents.

Project	Purpose	Amount
Granville multi-purpose Community Centre, Library and Regional Gallery	New purpose built multi-purpose community centre, library and regional gallery integrated with the existing pool, park and outdoor recreational facilities at the Granville Memorial Park site. The total cost of the project is \$20m.	\$20,000,000
Auburn Botanic Gardens Entertainment Precinct and Duck River Regional All Abilities Playground	Infrastructure to support major events including lighting and electricity in the gardens, entry gates/ turnstiles, seating, carpark improvements and improved walkways. The project also includes a contribution to the upgrade of the existing playground.	\$1,000,000
Central Gardens All Abilities and Mixed Age Playground	Upgrade of the exiting playground to a universally accessible and mixed age playground.	\$1,000,000
Replacement of Bridge Road Railway Overbridge	Funding contribution toward the replacement of the railway overbridge at Bridge Road.	\$500,000
Auburn District Library Expansion	Auburn District Library expansion into the adjacent areas formerly utilised as Council Chambers, Exhibition Gallery and Councillor Meeting Room.	\$1,000,000
CCTV Infrastructure and Lighting Upgrades	The purchase of 30 mobile CCTV units and a number of priority lighting upgrades to improve safety in the former Holroyd area.	\$500,000

Statement of Local Benefits

Council has committed to the following local benefits imbedded within its Stronger Council's Framework:

- Improved contemporary Council systems
- Equitable access to the area's green space and local facilities
- Responsive partnerships with the NSW State Government agencies
- New and improved facilities across Cumberland
- Streamlined approach to customer service
- More transparent and independent assessment of planning proposals
- Improved development application turnaround times
- Deeper community engagement in planning for the future
- Improved and inclusive engagement and participation promoting diversity leading to stronger partnerships with our community
- Progression of Stronger Communities Initiatives.

A NEWLY ELECTED COUNCIL WORKING FOR THE WHOLE COMMUNITY

Policy and Direction

The incoming Council will have a clear picture of the community's long term priorities and aspirations contained in the Community Strategic Plan 2017-27 which was developed from extensive community engagement. Council's adopted Delivery Program and service structure will help guide key projects and strategic direction, on boarding Councillors with knowledge about the community and their future wishes, obtained through extensive engagement. This will help the incoming elected representatives assign projects over the next four years, knowing the strategic direction the community wants to head.

Council has adopted several key policies surrounding the elections including the Mayor and Councillor Remuneration Policy to ensure the seamless transition from Administration to elected leadership.

After the election, the successfully elected representatives will be supported with a series of education and induction programs supplied by Council. These programs will promote transparency, accountability, community participation in decision making and best practice governance. At Cumberland, there will be a strong foundation and culture of training for councillors to understand the community and Council, interpret legislation, make strategic policy decisions and represent the community.





4. What is Council's financial position?

Cumberland Council is on a strong financial footing obtained through greater scale and capacity giving it the ability to deliver services more efficiently than ever before. In the 2017/18 budget Cumberland Council projected a net surplus of \$2.069 million before Capital Contributions. The budget costs are based on existing service levels. The budget complies with the Financial Sustainability Policy and has a fully funded four year works program.

The 2017/18 budget also forecasts a break even position on all services over the next four years after allocating corporate overheads and providing a share of rate income to cover the costs of services. The budget is transparent in providing information on how Council will use rates and income for the next four years based on the Community Strategic Plan.

Substantial savings have resulted from the amalgamation with reduced costs and efficiency gains in some areas of Council. Cost reductions have occurred in areas such as councillor costs, staffing costs and savings have been made through material and contract consolidation. Details of projected savings resulting from the amalgamation are set out below, broken up into:

1. *Councillor savings*
2. *Salaries and wages savings; and*
3. *Material, contract and other savings.*

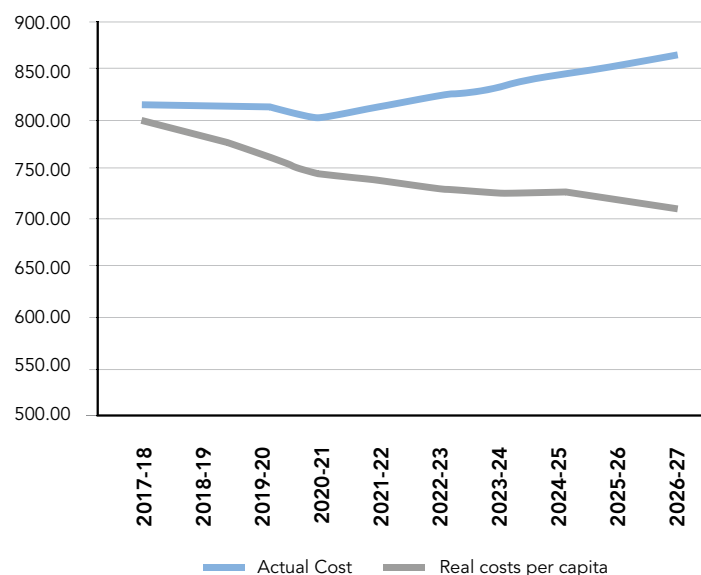
Savings	Total 10 year Actual Value \$
Councillor Savings	3,310,911
Salaries and Wages Savings	55,895,791
Material, Contract and Other Savings	13,755,667
Total Savings	72,962,359

These savings do not include the \$18.8m in domestic waste service changes over the life of the newly awarded contract, with \$210 being returned to each residential rate payer of the former Holroyd Council as a result of these savings equating to around \$7m of saving for the community.

Council is now spending significantly less on senior salaries per capita as a result of the amalgamation. The former Holroyd and Auburn cost per capita was \$14.60 and \$11.75 respectively. Cumberland is spending just \$5.55 and achieving far better value for money in this key area.

Over the long-term, Council estimates that as the population grows at an average of 2.54%, there will be an increased impact on infrastructure, facilities and services. Currently, capital needs for recreational facilities, community centres, open space and sporting complexes and public domain upgrades are being met partially by S94 contributions, but costs of operating these assets will be required to be funded from Council operating revenues. Addressing these factors, Council's estimated cost trends over the next 10 years are set out below, and show a cost trend line that is decreasing in real terms per capita:

OPERATIONAL COST PER CAPITA



Over this time Council's available funding is \$632m to be spent on:

- \$346m renewal of assets
- \$86m Council funded upgrades and new assets
- \$200m S94 new assets.

Council's Long Term Financial Plan is built on principles that ensure Council will maintain a minimal backlog of works and have sufficient working funds to reduce any backlog when it arises. This is highlighted in Council's Financial Sustainability Policy and the resulting increased rigour around strategic financial decision making.

The New Council Implementation Fund

The New Council Implementation Fund is a \$10 million commitment from the NSW State Government that has assisted Council to cover the up-front costs of implementing the new organisation. The guidelines allow projects that assist with implementing the new council. While significant progress has already been made towards projects associated with this funding, the final completion date is estimated to be approximately 30 June 2020. Cumberland has allocated funding across 5 major projects which are set out below. The table includes financial information and a rate of completion for each project.

DESCRIPTION	Project no. 1 Redundancy	Project no. 2 Merged IT Systems	Project no. 3 Recruitment Services	Project no. 4 Data Migration Records and Property records	Project no. 5 Branding, Staff Relocation, Website and signage	Project no. 6 Other Transition Costs*	Total
ORIGINAL SUM VALUE (\$)	3,539,000	2,900,000	400,000	300,000	2,861,000	0	10,000,000
Variations (\$)	0	0	37,238	-50,000	-659,883	672,645	0
Amended Original (\$)	3,539,000	2,900,000	437,238	250,000	2,201,117	672,645	10,000,000
ACTUAL SUM (\$)	3,286,345	1,129,243	437,238	120,788	1,280,400	672,645	6,926,659
% Completion	76-100%	25-50%	100%	50-76%	76-100%		51-76%
Balance remaining (\$)	252,655	1,770,757	0	129,212	920,717	0	3,073,341

* Notes to Project no. 6 Other Transition Costs

Major project	Total
License payment due to incompatible arrangements	\$180,000
Consulting salary system	\$50,000
Business and process mapping	\$84,000
Asset audits and alignments	\$106,160
Other transition costs	\$252,485
Total	\$672,645





5. What's next?

Welcoming Elected Councillors

Cumberland Council will hold its first Council elections on Saturday 9 September 2017 which will result in the election of 15 councillors with three Councillors per ward. The Cumberland Council Wards are:

1. *Greystanes Ward*
2. *Wentworthville Ward*
3. *Granville Ward*
4. *South Granville Ward*
5. *Regents Park Ward.*

Before the election, all prospective councillors were invited to a series of workshops providing general information about local government in NSW, Councillors' responsibilities and functions, and the election process. In addition, participants gained key knowledge and skills to be able to:

- Identify the key requirements of becoming a councillor
- Recognise how the councillor role fits in with other roles and various levels of government
- Address key expectations and potential challenges in becoming a councillor
- Know how the councillor role fits in with the Integrated Planning and Reporting framework
- Understand key elements of council meetings, including code of conduct and conflict of interest.

After the election, the successful candidates will be supported with a series of education and induction programs supplied by Council. These programs will promote transparency, accountability, community participation in decision making and best practice governance.

The full Councillor Induction Program will contain, at minimum, the following content:

Content
Introduction to Executive Team
Equipment and Forms
Councillor remuneration
Councillor resources/portal/contact list
Councillor room and site induction
Code of Conduct
Mayoral Processes – voting, deputy mayor, etc.
Council Policies – Code of Meeting Practice, Councillor Expenses and Facilities Policy, Gifts and Benefits Policy and Staff Interaction Policy
Mock Council Meeting
Roles & Responsibilities of a Councillor including management of GM performance, etc.
Governance Processes – Councillor briefings overview, business papers/minutes, council reports and structure
Organisation Overview – Deputy General Managers overview of sections
Local Government Area Overview
Integrated Planning and Reporting Overview - Community Strategic Plan, Long Term Financial Plan, Delivery Plan, Operational Plan, Asset Management Plan and Workforce/Resourcing Plan
Self-Evaluation Questionnaire/Assessment
<ul style="list-style-type: none"> • Council Strategic Vision • Corporate Values and Branding • Team Building • Relationship Management • Communication Skills/Appropriate Communication • Professional Development • Problem Solving Skills • Conflict Resolution • Negotiation Skills.
Tour of the Local Government Area and, key Council facilities and parks and major projects.

This detailed program of education and skill development will set a strong foundation for a Council that can work efficiently and transparently towards one strategic vision, and to help the community as a whole move towards their vision and key priorities outlined in the Community Strategic Plan. This induction program will also include an address from the Office of Local Government.

MAINTAINING MOMENTUM

Service Harmonisation

Council's service harmonisation framework hinges largely on the successful implementation of the TechnologyOne software platform. This will ensure that conflicting ways of working across the organisation are harmonised and key information can flow throughout the organisation. This will lead to significant efficiency gains and uncover opportunities for improvement in a wide range of Council's delivery areas. The two phase process will run throughout 2017-18 creating a single platform for all of Council's functions.

The finalisation of the organisational structure down to lower levels will also allow opportunities for a thorough review of strategic direction for several groups. As all positions are populated throughout the organisation ways of working and focus areas will be confirmed facilitating improved service delivery.

Council has also recruited a Group Manager Transformation and Business Excellence to oversee the next phase of the transition process. This group will be responsible for identifying opportunities for improvement, full scale service, process and procedure reviews, innovation and the embedding of a Business Excellence Framework throughout the organisation.

Council is working through its larger service portfolios to discover where savings and service improvements can be made.

Delivering the full suite of IP&R documentation

Cumberland Council is the first merged Council in New South Wales to adopt the full suite of Integrated Planning and Reporting documents, setting a clear long term vision for the future, a four year plan for how Council will help get there and a long term resourcing strategy to ensure we get there sustainably.

As soon as it was formed, Cumberland Council began undertaking research to understand the new community of Cumberland as well as the challenges it faces, its priorities for the future, and its potential. The first major step to understanding this was the 2016 community engagement for the Community Strategic Plan 2017-27. This engagement program consisted of seven components and resulted in around 2,500 residents, business owners, community groups, visitors and other. This engagement data combined with demographic and community satisfaction data was distilled into the foundation for the ten year Community Strategic Plan outlining Cumberland's long term strategic direction.

In response to the Community Strategic Plan, Council developed its first four year Delivery Program (2017-21). This document details Council's priority areas and key projects it will deliver over the four year period. The plan is split into individual yearly periods called annual Operational Plans that contain the yearly budget and capital works program. The Schedule of Fees and Charges is also part of this document although it is produced as a separate booklet.

The Community Strategic Plan and Delivery Program are supported with Council's long term Resourcing Strategy which contains the long term strategic approach to financial, workforce, asset and digital technology planning.

Council's progress in implementing these plans will be reported to Council and the community regularly through quarterly, annual and end of term reporting.

DELIVERING BENEFITS

Opportunity for Review

The amalgamation has presented a unique opportunity for Cumberland to review everything it does and reconfirm the best methods to deliver services for the community. Complemented by comprehensive engagement and research into the community and their vision for the future, Council is utilising the chance to audit what is being done well and what isn't and align services to what our stakeholders want and need.

Stronger Councils Projects

The Stronger Council's projects were specifically chosen by Council, in consultation with local State Members to allocate the funds where the community will benefit the most. These key projects will help raise the profile and amenity of Cumberland as well as provide vital local services. The community will benefit with a state of the art facility in the centre of Granville as well as improved cultural and recreational precincts.

Waste Services Savings

Cumberland is embedding a culture of improvement and excellence as it reviews its services and aims to provide state of the art facilities, effective local services and value for money for its ratepayers. Within this, larger strategic decisions must be made to rationalise and change where money can be saved or services improved. The decision to alter Councils service delivery for waste services will bring more than \$18 million in savings over the next eight years. Over \$7m has been returned to residential property owners in the former Holroyd Council. In addition, green bins will be available to all residents and an app will be released to allow the reporting of dumped rubbish.

Economies of Scale and Excellence Culture

Cumberland will save money with its ability to tender and procure goods and services as a larger organisation. Contracts, licences and supplies will also become cheaper overall as Council reforms these relationships and takes advantage of its improved bargaining power.

Council will also be actively pursuing opportunities to save and be savvy with its procurement processes and internal operations as part of the excellence rollout. Council is forecasting significant savings to be generated by embedding a culture of innovation and improvement into its structure. These savings will be in addition to those already discussed in this report.

CONTINUING TO REPORT PROGRESS

Stronger Council's Updates

Council has made significant progress towards its Stronger Council's Measures and will continue to report on key items. This framework of KPI's, along with the Community Strategic Plan indicators, will form the bulk of Council's higher level performance measurement into the future.

Measurable Evidence	
Value for money	<p>Net financial savings (NVP) of \$31 million over 10 years included in Council's financial forecasts:</p> <ul style="list-style-type: none"> • Forecasts included in LTFP projections • Net financial benefits of \$3.4 million achieved by September 2017 • Achieved and well exceeded this measure (\$72.96m in savings).
Community Satisfaction	<p>% of the community satisfied with Council's overall performance:</p> <ul style="list-style-type: none"> • 84% at least somewhat satisfied (Cumberland 2016 Community Satisfaction Survey, Micromex) <p>OR</p> <ul style="list-style-type: none"> • Performance index 60/100 (Community Satisfaction Survey 2016, JWS Research). This survey aimed to measure community sentiment towards newly merged Council's. Cumberland was rated higher than the state wide average in this area (58) and on par with the Sydney metropolitan average of 61.

Measurable Evidence	
Infrastructure	<p>Five year costed capital renewal works program adopted by March 2017:</p> <ul style="list-style-type: none"> • Renewal Works Program adopted.
Waste, Cleaning and Amenity	<p>Removal of reported dumped rubbish from streets and reserves within one working day with street cleaning in town centres on a daily basis:</p> <ul style="list-style-type: none"> • Removal of dumped rubbish occurring within one working day. Improved public domain, street amenity and appearance in all local in residential neighbourhoods • Residents satisfied with the appearance of their local area - Mean 3.29/5 (Cumberland 2016 Community Satisfaction Survey) • Increased efficiency, effectiveness and equity of waste and recycling services across the LGA • Waste services tender awarded providing significant savings and service efficiency.
Land Use Planning	<p>% reduction in average DA processing times:</p> <ul style="list-style-type: none"> • Since proclamation the average DA processing time for Cumberland is 125 days. This number is compared to an average DA processing time of 111 days at the former Auburn Council and 114 days at the former Holroyd Council. However, during this time a total of 1,523 DAs were determined with a value of over 2 Billion dollars with no significant increase in resources. Council is taking measures to address increased workload on available resources to decrease this processing time.
Housing Approvals (Premiers Priorities)	<p>90% of housing development applications determined within 40 days Housing DA = new single dwelling, dual occupancy, and alternations/ additions:</p> <ul style="list-style-type: none"> • Proclamation – 28 April 2017. Total 817 dwelling applications determined with an average processing time of 105 days. Efficiency gains in this area with no increase in processing times despite a significant increase in workload.

Measurable Evidence	
Community Engagement	<p>% of the community satisfied with their opportunities to participate in Council's decision making process:</p> <ul style="list-style-type: none"> Residents satisfied with opportunities to participate in Council's decision making process - Mean 2.84 (Cumberland 2016 Community Satisfaction Survey, Micromex) <ul style="list-style-type: none"> Community consultation and engagement - performance index 54 / 100 (2016 Community Satisfaction Survey, JWS Research). Council was rated higher than the state wide and Sydney metropolitan averages in this area of 53 and 52 respectively, showing Council's commitment to ensuring community input into key decisions and long term strategic direction. <p>% of the community satisfied with the level of communication Council currently has with the community:</p> <ul style="list-style-type: none"> Residents satisfied with the level of communication Council currently has with the community - Mean 3.04 (Cumberland 2016 Community Satisfaction Survey, Micromex) Informing the community - performance index 58/100 (2016 Community Satisfaction Survey, JWS Research). Council was rated higher than the state wide and Sydney metropolitan averages in this area of 56. Council has taken measures to improve its presence and access ensuring a well-informed community, including improved publications, web and social media platforms.
Strategic Capacity	<p>Number of partnerships developed to deliver priority projects aligned with the Community Strategic Plan:</p> <ul style="list-style-type: none"> Shared internal ombudsman service with Parramatta and Inner West Councils.
Staff and Culture	<p>% of the staff who feel the organisation has a positive future and are committed to its success:</p> <ul style="list-style-type: none"> Overall job satisfaction - Mean 3.93/5 (Cumberland 2016 Staff Climate Survey, Micromex).

Measurable Evidence	
Others	<p>A Community Strategic Plan that is agreed by the community and adopted by July 2017:</p> <ul style="list-style-type: none"> Community Strategic Plan adopted Review of all Council's committees is completed Committee review completed and recommendations being delivered Key service reviews completed Waste review completed with tender awarded Swimming pool review commenced Project360 well underway.

RECOGNISING THE LEGACY OF THE FORMER COUNCILS

Although Cumberland Council is a new organisation, there is still a lot of important history in relation to local government in this area, particularly with all former councils. Council recognises this importance and is undertaking a project to both recognise the history of local government in this area and to preserve key items of historical significance of the former councils. Council is working with a qualified and independent heritage consultant to assist with this project.

Cataloging all of the former councils' artifacts and memorabilia to ensure the historical significance is preserved is nearly complete. All items will be available on our website and where possible key items and artworks of significance to Cumberland will be placed on display in public areas of Council buildings. An interpretative feature has been developed for the Council Chambers which recognises the legacy of all former councils.

There is a lot of history and significant milestones that have been made by the former councils and it is important that these are recognised formally by the new Cumberland Council.

BUSINESS AS USUAL

In addition to all the major projects and transitional work that has been completed and discussed in this report, a significant amount of day to day work has been continued by Council staff throughout the amalgamation process. This work has assisted the smooth transition as well as ensured that both frontline and internal services have continued to be delivered uninterrupted. Below is a snapshot of some of the business as usual work that has been completed by Council business units since the amalgamation.

1. Information Systems

Key Statistics on the everyday services this unit provides include:

- Support of over 900 desktop devices
- Support for 500 mobile devices
- Support for 900 users
- Support for over 20 business critical corporate information systems
- 10,000 service desk requests
- 490,000 documents migrated for Woodville ward from City of Parramatta.

These services have continued to be provided uninterrupted during the amalgamation process and have helped ensure the smooth integration of three separate entities into one.

2. Procurement, Fleet and Depot

During the transition process this unit has:

- Provided tender and contacts services for 30 Quotations and 31 Tenders in 2016 and 26 Quotations and 18 Tenders for 2017 to date
- Achieved Procure to Pay in partnership with Project 360 in Tech One, changing the procurement business rules for more transparency and accountability
- New Procurement Framework introduced and Probity training provided.

3. Compliance and Environment

Since amalgamation, the Compliance and Environment Group has continued to implement activities that reduce Council's environmental footprint, enhance protection of the environment and promote Council's waste services to maximise resource recovery. These activities have included:

- Litter audits (12 town centres, 20 parks, 6 schools, 6 MUD areas and 6 roadsides audited)
- Litter abatement activities (4 town centres were targeted with enhanced infrastructure, street theatre and chalk art and other anti-littering specific messaging)
- Continued promotion and coordination of e-waste collection events (686 households participating over 3 collection events totalling 42 tonnes)
- Continued promotion and coordination of chemical cleanout collection events (2 events held to date)
- Continued monitoring and implementing energy savings actions resulting in the installation of 150 street lights and savings of over 22,000 GJ
- Asbestos collection and education (17 collection days/4 information nights/5 inspection days)
- 130 development applications assessed.

4. Planning

- Community Engagement project hearing the hopes and aspirations of 2,500 residents, community groups, businesses and other local stakeholders.
- 2 annual independent telephone surveys of residents measuring satisfaction with Council services and facilities as well as quality of life
- All Integrated Planning and Reporting documents developed and adopted including:
 - The Community Strategic Plan 2017-27
 - The Delivery Program 2017-21 and Operational Plan 2017/18
 - The Resourcing Strategy
 - The Administrator's End of Term Report.
- 1523 Development applications assessed with a value of over \$2 billion. This is with an approximately 30% workload increase due to the amalgamation with no increase in resources
- 23 planning proposals assessed, many which a major in scale.

5. Communications, Marketing and Engagement

The group has worked throughout the amalgamation to establish the Cumberland Council brand across all areas of Council, enhance the quality of Council communications and effectively engage with our community.

This has included:

- Development and implementation of a new Cumberland Council logo, typeface and graphic representation to be used across all stationery, brochures, banners, posters, signage and communications
- Development of a new interim Cumberland Council website and Facebook page
- Implementation Cumberland Council branded interim gateway signage on LGA boundaries and in town centres, council facilities, centres and vehicles
- Signage Strategy and Manual for all Cumberland Council assets has been developed and is due for release in October.

6. Parks and Recreation

The Parks and Recreation Unit have continued to maintain Cumberland's green space, trees, street verges, passive parks, play spaces and sportsgrounds since amalgamation. This also includes managing:

- 2 fauna parks
- Auburn Botanic Gardens has 90,000 visitors every year with 372 bookings plus an additional
- Council's 47 sportsgrounds and complexes
- 391ha of active spaces and 589 ha of passive spaces maintained.

7. Corporate and Customer

Customer Service has continued to serve the community with a customer focussed approach, with the added complexity of multiple fees, processes and systems in year one. Further detail includes:

Activity	Total
Number of Calls Received	203,414
Monthly Average of Calls Received	16,951
Number of CRMS Logged	38,729
Monthly Average of CRMS Logged	3,227

Libraries have aligned all 8 libraries onto the same Library Management system, allowing borrowers to loan a book from any of the 8 locations and have it transferred to the nearest location for pickup.

Governance has continued to run Council and Committee meetings in professional fashion, whilst reducing existing resourcing levels of the two former Councils.

8. Human Resources

Whilst working to harmonise key employment conditions, the HR team have continued to provide a high level of support to the organisation in the following areas:

- Assisting Group Managers and Managers with the development of their structures, and the recruitment processes required to implement these structures – this includes job evaluations, ad writing, interviews, reference checks and appointment letters
- Coordinating the induction and probation review processes
- Assist staff and managers with WHS obligations and the management of injured workers – this has included the rollout of training to managers about their WHS obligations
- Engage with staff and unions and increase consultation mechanisms, including the development of a more effective Staff Consultative Committee.

9. Capital Works

The Capital Works Unit has continued to deliver capital projects during the transition process.

List of Significant Capital Projects Completed includes:

- Auburn Ruth Everuss Aquatic Centre – (\$24.5m)
- Regents Park Railway Overbridge reconstruction – (\$7.6m)
- Auburn Park redevelopment – (\$4m)
- Bardo Park redevelopment – (\$1m).

List of Assets renewed or upgraded during includes:

- 22.1km of roads resealed
- 11km of footpath renewed
- 3.15km of new footpath constructed
- 225m of stormwater drainage upgraded
- 4 Roundabouts constructed (Walpole/Warrick Road, Merrylands and Garfield/Smith Street, Wentworthville).

10. Finance

Throughout the amalgamation the Finance Unit has helped project and capture saving from the merger as well as allocating transition funding to programs and projects throughout Council. At the same time, Finance has continued to deliver the normal business as usual internal services to the organisation.

This has included:

- Developing the 2017/18 Budget and 2017-21 4 yearly projects for the fully costed Delivery Program projects
- Fully integrated Council's Fees and Charges schedule to have one set of fees for Cumberland
- Developing the Long Term Financial Plan
- Setting of the rates for the 2017/18 year
- Digitising the budget allocation process across Council departments.

11. Roads and Waste

In addition to the roads works that have been discussed under Capital Works, the Roads and Waste business unit has continued to deliver strategic asset management for Cumberland and provide waste services.

Key achievements in this area include:

- Mapping of condition ratings for all asset classes across Cumberland
- Development of the Asset Management Strategy for Cumberland, with detailed asset class management plans almost complete
- The adoption of a new waste service providing better value for money, a higher level of service and cleaner streets for Cumberland ratepayers. Furthermore, around \$7m of savings from this project has been returned to residential ratepayers in the former Holroyd Council.

12. Children's Services

Children's Services have continued to deliver high quality Education and Care services that meet the needs of 1335 children and their families each day. Centre based Education and Care is delivered at 16 locations across the LGA, each of these services deliver a range of education and care types from before school, after school, school holiday programs, long day preschool and occasional care. Cumberland Council's Family Day Care Scheme has 42 registered Educators who provide education and care in a home based setting for 269 children per day. Children's Services meets the needs of children aged from birth to 13 years old.

13. Community and Culture, Community Development

Business as Usual activities for this business unit has included significant services delivered in the areas of Aged and Disability Services, Culture and Activation and Community Planning and Development.

Aged and Disability Services:

- 56,360 hours of group programs
- 45,246 meals delivered or in centres
- 6,696 hours of support and community access activities.

Culture and Activation:

- Delivery of 30 community events engaging in excess of 100,000 residents and visitors to Cumberland – these ranged from small or targeted place based events to large scale outdoor festivals open to all
- Completion of 2 public artworks to contribute to local place making.

Community Planning and Development:

- Refugee Camp in my Neighbourhood with 131 tours delivered to 2,388 people
- 20 community engagement programs delivered involving over 8,100 residents, businesses and key local stakeholders to inform Council strategies, plans and policies.

14. Property Development and Buildings

- More than 300 properties have been loaded into an inventory and are under review
- Relocation of over 400 staff
- Development of Community Facilities Subsidy Policy
- Operation of five swimming pools, catering to over 300,000 visitors, including commencement of both Auburn and Granville pools
- 9000 bookings of more than 170 community facilities
- Significant work on large property projects to deliver improved outcomes for the community including:
 - Review of Merrylands Revitalisation Centre to ensure feasibility
 - Sale of Mack and Board streets producing over \$5m for reinvestment into Council services
 - Decisions on numerous vacant sites or prolonged issues including demolition of the former Oriel Park Baseball Club, expressions of interest undertaken for numerous property initiatives or sites
 - Resources allocated to Linnwood House to secure its future and Auburn Basketball Stadium for a new roof and court.

CONCLUSION

Cumberland Council has achieved a lot since the proclamation in 2016. In this time a huge number of major projects have been commenced or completed and have been outlined in this report. An even larger amount of smaller activities have also had to take place to help manage this time of significant change. The task of merging parts of 3 separate communities and 3 different organisations has been a monumental undertaking and the high level of service continuity through this time by Council staff has been excellent. Cumberland residents now have a more efficient council, higher service levels, better value for money and a Council commitment to transparency, accountability and honesty. The incoming Councillors have a clear picture of what vision the community has for its future, formed through extensive engagement with residents, businesses, visitors and community groups. This will present the opportunity for the incoming Council to determine its priorities within the Delivery Program. The new elected representatives will be well supported in their tasks by a determined, inclusive and progressive organisation. However, there is a lot of work still to be done to fulfil the vision and deliver our on our strategic goals and values. The work ahead is directed at ensuring Cumberland fulfils its ambition to welcome everyone, foster belonging, and from a position of strength in diversity, succeed.

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A Residential village atmosphere where public facilities are integrated into the overall plan and development of the village.

#MyVisionForCumberland



Cumberland is the Council that every Sydneysider aspires to live in!

#MyVisionForCumberland



Great Place to live
good schools and working
places lots of parks

#MyVisionForCumberland



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