



Cumberland Council

Annual Report 2018-2019

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# Acknowledgement of Traditional Custodians

Cumberland Council acknowledges the traditional custodians of this land, the Darug people, and pays our respect to their elders both past and present.



## MESSAGE FROM THE MAYOR

It has been a great honour to serve as the Mayor of Cumberland in 2018/19. In this period of time we have continued to work hard to lay a strong foundation for a stable and successful Council.

This has involved a strong focus on making Cumberland a great place to live by continuing to deliver quality services to the community and improving the community's experience with Council. There is no doubt that further progress has been made in unifying the services, policies, operations and setting the strategic direction of the new Council.

In the last financial year, we have completed or are in the process of rolling out major infrastructure projects as part of an ambitious program of \$70 million in capital works.

We have delivered some significant cultural and community achievements. We piloted new Place Liaison roles in Wentworthville, Granville and South Granville Wards and will be continuing this work in the months ahead across all areas of Cumberland. We are investing in essential services like libraries to enhance the lives of residents through improved literacy, access to technology, information and lifelong learning programs.

Cumberland is one of the most multicultural Local Government Areas in NSW, if not Australia. We have celebrated this diversity through our vibrant events program. We delivered 24 community events engaging over 180,000 residents, including first time events like the Diwali Street Festival in Wentworthville and the Ramadan Food Festival in Auburn. As Mayor, I was immensely proud to be involved in 23 Citizenship Ceremonies involving 2191 conferees making Australia their official home.

We continue to incorporate community feedback at every level of decision-making to ensure transparency and openness through responsible community consultation on key projects and initiatives. Community engagement initiatives were delivered, with more than 21,850 community members providing feedback or engaging with these activities.

I want to thank my fellow Councillors and Council staff for their work this past financial year to ensure our vision for Cumberland is fully realised. What some may see as challenges, we have seized as opportunities to build the capacity of Council and to ultimately deliver better services to the people of Cumberland.

Clr Greg Cummings  
Mayor



## MESSAGE FROM THE GENERAL MANAGER

I am proud to present Cumberland Council's Annual Report 2018-2019. Proud, because I have seen our organisation face the ongoing challenges presented by being a young Council with great optimism and teamwork, whilst continuing to do great work with our community.

The Annual Report provides an overview of the range of services, programs and capital works projects delivered by Council over the past year. It also highlights Council's ongoing commitment to transparent and accountable leadership. Through its 12 Service Areas, Council has made strong progress in delivering the projects and ongoing programs that were a commitment of the Operational Plan 2018-19. In

total, 88% of key projects were completed or remain on track for completion by the end of the four year Delivery Program.

In 2018-19, Council has developed new strategies and plans addressing key priority areas such as local infrastructure planning, employment, environmental management, library services, homelessness, culture and reconciliation, underpinned by extensive engagement with our community. This has driven our business and operations towards our community needs.

We have delivered innovative community initiatives and quality community services that meet the diverse needs of our young and growing community. Council has demonstrated our commitment to protecting our environment through progressive environmental initiatives. The ongoing development and delivery of a vibrant community events program has further promoted a culture of inclusion and celebration in Cumberland.

Council has created a more equitable approach across Cumberland. We have worked hard to improve our infrastructure and places for the community with the delivery of a significant capital works program resulting in the completion of streetscape, public amenity and park upgrades, and new state-of-the-art community facilities are on the horizon. We have successfully trialled a new place management approach to ensure ongoing improvements in our local neighbourhoods as well as a new business engagement program to strengthen support for our local businesses.

Customer service improvements have also been achieved with customer wait times continuing to decrease and significant streamlining of DA processing. This has been no easy task, following a complicated merger process involving the integration of different data and systems.

Importantly, the completion of projects and delivery of services over the 2018-19 period have translated into a more satisfied community. During the year there has been an increase to 89% in overall community satisfaction with Council services and facilities. This result means that Cumberland is now in line with the Sydney Metro average for the first time.

We are a young Council that is committed to putting our community at the centre of everything we do. Council will continue to work hard to reach our full potential, and bring further innovation and service improvements to the community.

Our vision is to serve our diverse community, creating opportunities for a vibrant future for Cumberland's people. We welcome you to discover the work we've been doing to deliver on this promise.

Hamish McNulty  
General Manager

## ABOUT THE REPORT

The Annual Report 2018-2019 details Cumberland Council's progress in implementing the commitments made in the Operational Plan 2018-2019, which is the second year of the four-year Delivery Program 2017-21.

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

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

- Part 1: Introduction to the report providing details of key demographics and statistics about Council and the Local Government Area (LGA).
- Part 2: A performance summary for Council's 12 Service Areas, showing progress in implementing the Key Projects identified in the Operational Plan 2018-2019.
- Part 3: Statutory reporting information required under the Local Government Act 1993.
- Part 4: Council's audited financial statements published as a separate document.

The Annual Report has been prepared in accordance to the NSW Integrated Planning and Reporting Framework. Statutory information is based on the requirements of Section 428 of the Local Government Act 1993 and the audited financial statements of Council from 1 July 2018 to 30 June 2019.



# INTEGRATED PLANNING AND REPORTING FRAMEWORK

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

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

The IP&R framework recognises that:

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

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

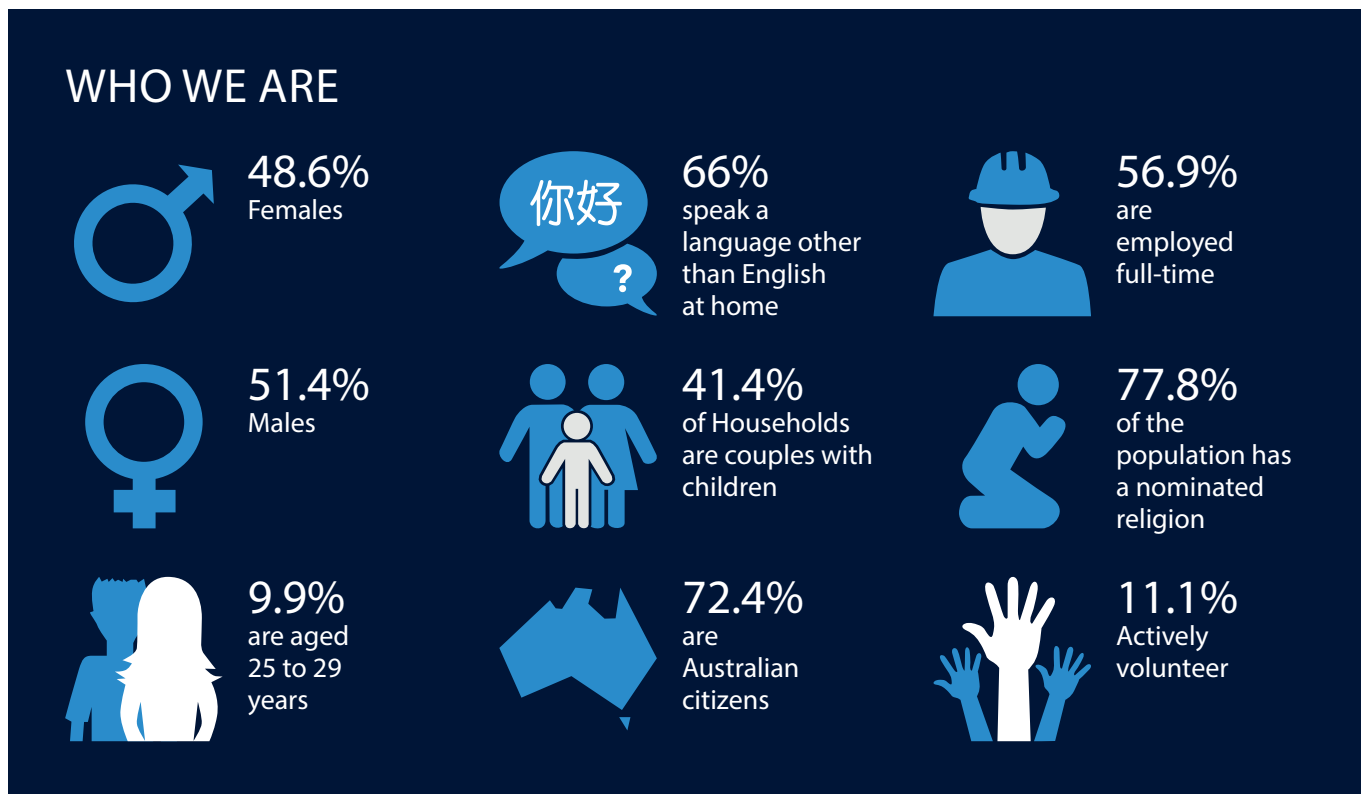
- Where we want to go (Community Strategic Plan)
- How we plan to get there (Delivery Program, Operational Plan and Resourcing Strategy)
- How we will measure our progress (Quarterly, Annual and End-of-Term Reporting)



# ABOUT CUMBERLAND COUNCIL AND COMMUNITY

## Community Demographics

The Cumberland Local Government Area (LGA) is located in Sydney's western suburbs, about 25 kilometres from the CBD and close to the geographic heart of Sydney. The population density for the Cumberland area is 32.32 persons per hectare. The Cumberland LGA is one of the most culturally diverse areas in NSW with a unique and vibrant identity. This demographic information is important to consider when reflecting on Council's service delivery to the community.



## Key Statistics

Below is a snapshot of the community relative to the Greater Sydney, NSW and Australian wide regions. The information is based on the 2016 Census results from Profile ID, completed for the Cumberland LGA.

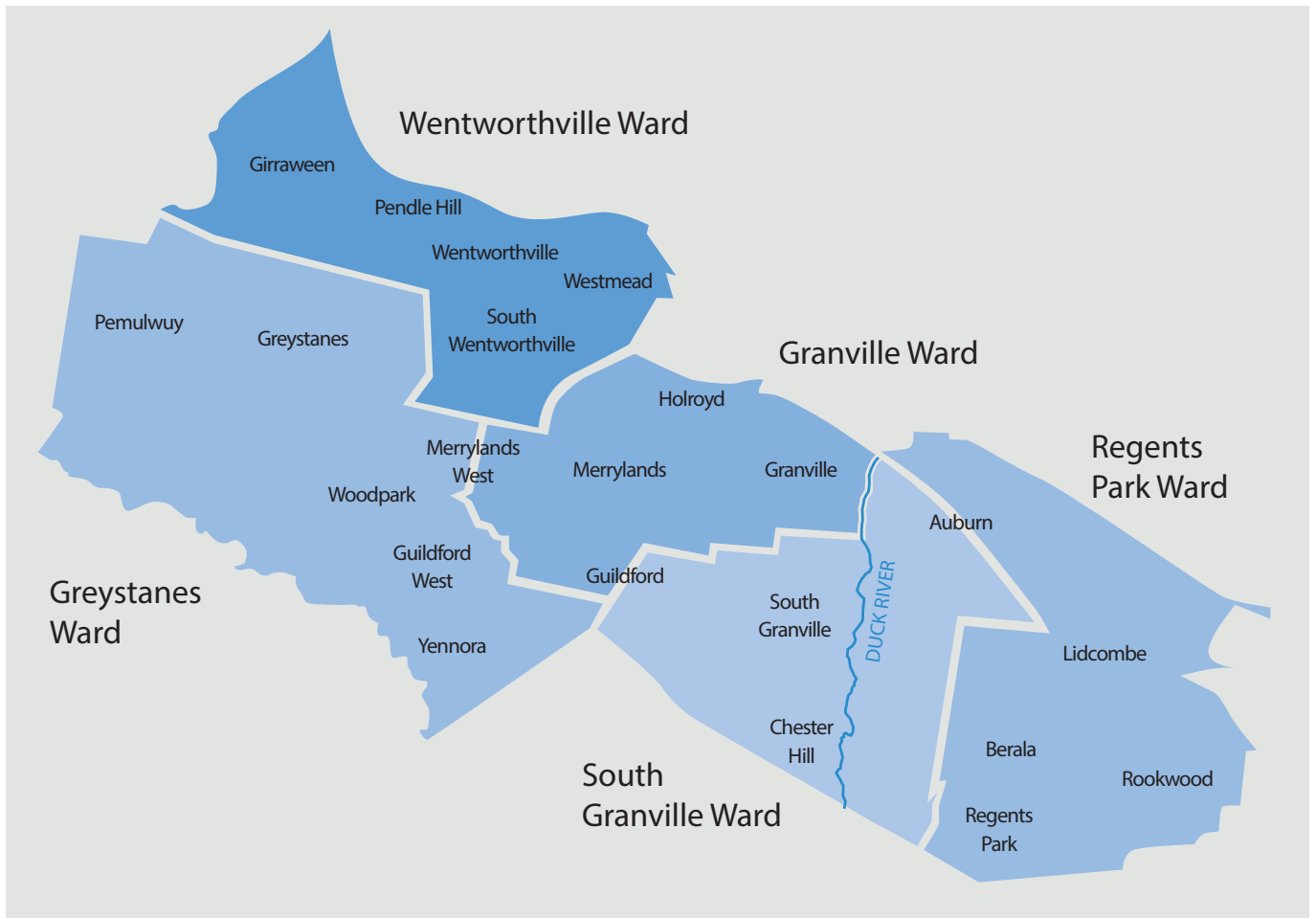
	Cumberland	Greater Sydney	NSW	Australia
Median age	32	36	38	38
Medium and high density housing	43%	44%	33%	27%
Median weekly household income	\$1,377	\$1,745	\$1,481	\$1,431
Households renting	39%	33%	30%	29%
Households with a mortgage	29%	32%	30%	32%
Overseas born	52%	37%	28%	26%
Unemployment rate	9.5%	6.0%	6.3%	6.9%
Participation rate (Population in labour force)	56%	62%	59%	60%
Public transport (to work)	26%	23%	16%	11%



## Local Government Area

The Cumberland LGA has a population of approximately 240,000 residents. Fifteen elected Councillors represent the community over a three year period spanning September 2017 to September 2020. This equates to:

- 1 Councillor per 16,000 residents
- Each of the 5 wards are represented by 3 Councillors.

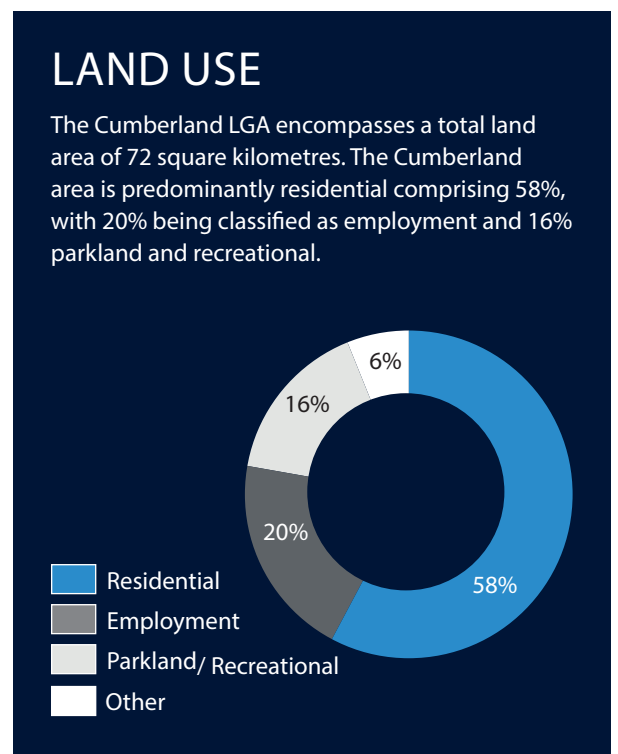


## Indigenous History

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

The Cennemegal or Weymaly clan occupied what is now Prospect and Greystanes. The Bidjigal clan occupied the areas now known as Merrylands, Guildford, Villawood and Bankstown. The Burramattagal clan of Parramatta and Granville were part of the western Eora clan. Eora land extends from Parramatta to Sydney Harbour. The Auburn area was located between the Darug inland group and the Eora and Dharawal coastal groups. The Wangal and Wategoro clans are recognised as the original inhabitants of the Auburn and Homebush Bay region.

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



# SHARED VISION AND VALUES

## Cumberland Community's Vision for the Future

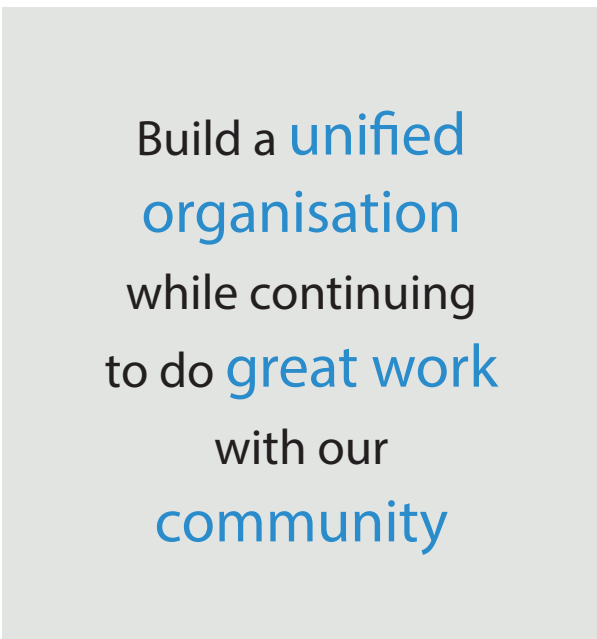


Council's vision statement summarises what the residents of the Cumberland LGA want for the area and over the next 10 years.

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

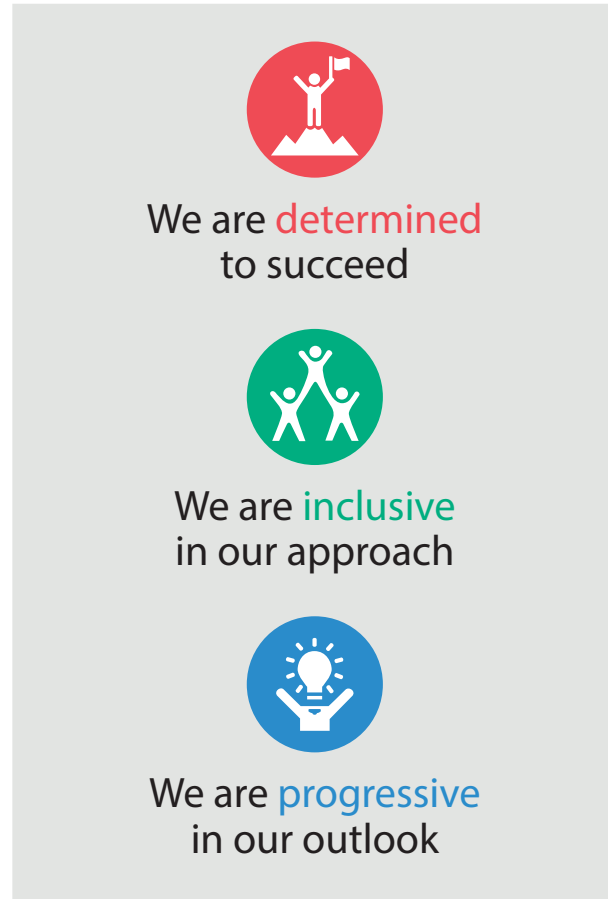
- A great place to live
- A safe accessible community
- A clean and green community
- A strong local economy
- A resilient built environment
- Transparent and accountable leadership.

## Cumberland Council's Organisational Vision



## Cumberland Council's Organisational Values

The organisation's values are defined as:



The values that Council are committed to include:

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

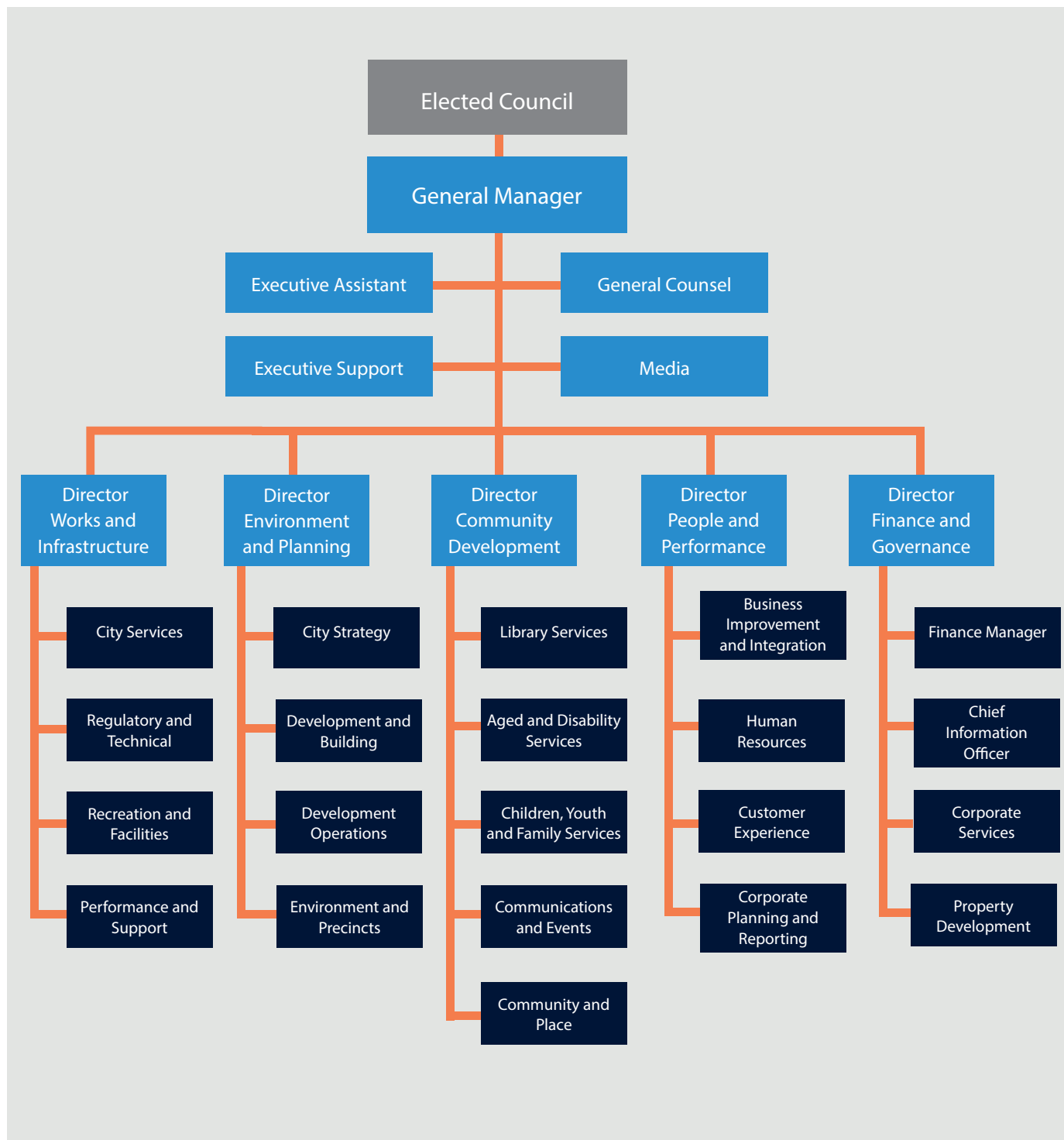
Council is committed to ethical business practices, as part of its key principles contained within Council's Code of Conduct including: Leadership, Selflessness, Impartiality, Openness and Honesty.

As part of this commitment, Council will ensure:

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

# ORGANISATIONAL STRUCTURE

Council currently has approximately 1,100 employees responsible for providing services, programs and projects across 72kms<sup>2</sup> to approximately 240,000 residents. Council's budget for 2018-2019 allowed for 868 FTE (Full Time Equivalent) employees. The figure of 1,100 includes casual and temporary staff in areas such as libraries, childcare centres and swimming pools. The casual workforce is required to allow flexibility in managing resources effectively and to meet seasonal demands.



# ELECTED REPRESENTATIVES

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Cumberland has a total of 15 elected representatives across five wards, who have the responsibility to represent residents, set the broad strategic direction for Council, allocate resources and monitor performance. Current Councillors will serve until the September 2020 Local Government Elections.

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## Granville Ward



Councillor Steve Christou



Councillor Ola Hamed



Councillor Joseph Rahme

## Greystanes Ward



Councillor Greg Cummings  
**Mayor**



Councillor Ross Grove

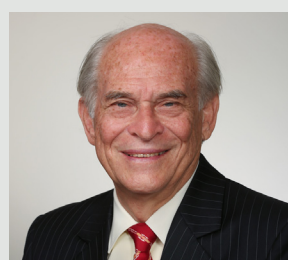


Councillor Eddy Sarkis

## Regents Park Ward



Councillor Ned Attie



Councillor George Campbell



Councillor Kun Huang

## South Granville Ward



Councillor Glenn Elmore  
**Deputy Mayor**



Councillor Paul Garrard



Councillor Tom Zreika

## Wentworthville Ward



Councillor Lisa Lake



Councillor Suman Saha



Councillor Michael Zaiter

# DELIVERING THROUGH SERVICE AREAS

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

<h2>1. Community Programs and Events</h2>	<h2>2. Roads, Stormwater and Street Cleaning</h2>
<p>This service provides a wide range of cultural, social and community-focused programs and events that promote social inclusion, increase community wellbeing and foster positive connections within the community.</p>	<p>This service maintains local roads and infrastructure to the highest standard as well as managing stormwater and drainage around the local area. It ensures public places are clean and attractive with a schedule of street cleansing services.</p>
<h2>3. Parks and Recreation</h2>	<h2>4. Environmental Programs</h2>
<p>This service provides and maintains an extensive network of accessible and sustainable parks, open spaces, sportsgrounds, playgrounds, bush reserves and gardens for the Cumberland area.</p>	<p>This service provides a wide range of waste education and environmental initiatives to ensure the long-term sustainability of Cumberland's natural environment as well as engaging children and families in community-focused education programs.</p>
<h2>5. Household Waste and Recycling</h2>	<h2>6. Children's Services</h2>
<p>This service provides efficient waste collection and regular clean up services to ensure Cumberland is a clean, green, attractive and usable area for residents.</p>	<p>This service provides quality education and children's services to meet the needs of the child, their families and the community including long day preschools, before and after school programs, school holiday programs, occasional care and family day care services.</p>
<h2>7. Urban Planning and Development</h2>	<h2>8. Regulatory Programs</h2>
<p>This service provides strategic planning and development services to ensure developments are well coordinated and land is used in the best way for the entire community.</p>	<p>This service regulates and enforces health and safety standards across Cumberland by enforcing local laws, regulations, policies and guidelines to safeguard the health and safety of all residents.</p>
<h2>9. Libraries</h2>	<h2>10. Pools</h2>
<p>This service provides a network of eight modern and well-resourced libraries to promote community learning with educational, recreational and development programs.</p>	<p>This service provides recreational facilities to promote the health and wellbeing of the community, including aquatic centres, swim programs, sporting events and family leisure activities.</p>
<h2>11. Governance and Administration</h2>	<h2>12. Community Facilities and Properties</h2>
<p>This service provides effective civic leadership underpinned by a foundation of good governance to ensure decision making is transparent and accountable and that organisational activities are honest and free from fraud or corruption.</p>	<p>This service provides access to a large number of community facilities to deliver social, cultural and recreational programs for the use of the whole community.</p>

## COMMUNITY SATISFACTION

Council understands that the ultimate measure of its performance is community satisfaction with the services and facilities that are most important to them.

Council conducts an annual community satisfaction survey that seeks to examine community attitudes and perceptions towards current and future services and facilities provided by Council. In particular, this survey gauges progress with:

- Performance with Council activities
- Overall quality of life
- Progress towards or away from the outcomes in the Community Strategic Plan.

There were strong results for the survey conducted in 2019 such as:



72% of residents strongly agree/agree with the statement 'Cumberland is a great place to live' which is an increase from the 63% that strongly agreed/agreed in 2018



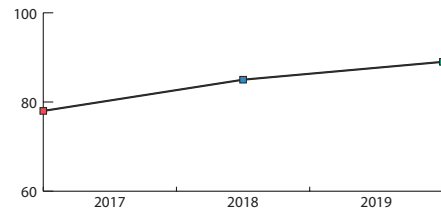
88% of residents rate their quality of life as 'good' to 'excellent' which is an increase from the 81% that rated this in 2018

Satisfaction with Council's communication with the community has remained on par with 2018 results, with 78% of residents being at least somewhat satisfied with Council's communication.

Residents are at least moderately satisfied with 48 out of 49 Council services and facilities with the level of agreement increasing significantly in 2019 for areas including 'I can easily access local services and facilities', and 'Council offers good value for money'.

**89%** of residents were at least 'somewhat satisfied' with the overall performance of Council over the last 12 months.

This is an increase from 2018 when 85% of residents were 'somewhat satisfied' with Council's performance.



During this year, some of the key drivers of this overall satisfaction with Council have been the following:



The appearance of the local Council area



CCTV and safe public spaces



Supporting local jobs and businesses

Residents continue to feel that growth and its related effects on development, infrastructure and traffic are key concerns for the next 10 years. While some of these issues Council can address, where they are out of Council control, such as growth, Council will continue to engage and inform the community with regard to planning and how the community can be involved in shaping outcomes.



# Working towards our vision.....

## CSP Goal 1: A great place to live



24 major events to over 180,000 residents and visitors



Our 8 Libraries had 938,320 visitors



38,995 meals were provided to seniors and people with a disability

## CSP Goal 2: A safe accessible community



We operated over 10,735m2 of community floor space



More user groups (106 to 117) had access to Council Community Centres



Sports field occupancy has continued to increase

## CSP Goal 2: A clean and green community



Green garden waste bins were rolled out to Holroyd residents



1,945 new trees were planted in public places



Native bee hive program distributed 25 hives across LGA

## CSP Goal 4: A strong local economy



Adopted Cumberland Employment and Innovation Lands Strategy



382 businesses engaged in a Small Business Survey



Council provided more than eight one-on-one Business Advisory sessions in LGA

## CSP Goal 5: A resilient built environment



We assessed more than \$1.38 billion worth of DAs



1,281 DAs lodged and 1,430 determined



More DAs determined within 90 days

## CSP Goal 6: Transparent and accountable leadership



Council meetings are live streamed



Customer contact wait times continue to decrease



100% compliance with Council's Office of Local Government statutory reporting

## KEY AWARDS AND CITATIONS

Awarded	Award/Category	Description/Category
Winner	Book-a-Court NSW Local Government Excellence Awards Category for Special Project Initiative - Population over 60,000	This award recognises leadership where an individual, team or council has developed a concept or practice that significantly improves the business in which they work through the development of processes or practices that has had a major impact on the organisation or its customers; demonstrates responsiveness to community, workplace or industry needs; and, presents an aspirational model for NSW local government.
Winner	Sydney Cherry Blossom Festival National Parks and Leisure Australia Annual Award	Category of Major Event of the Year.
Winner	Best Council Award NSW for Graffiti Removal 2018 Graffiti Removal Day Removal of over 750 square metres of graffiti at Harold Reid Park in Girraween	Cumberland was one of 65 local government areas that participated in the event, with 120 volunteers from Cumberland rolling up their sleeves and picking up a paint roller on Sunday 21 October 2018.
Winner	'Local Council of the Year' for Cumberland Council's Parks and Recreation Team Sports NSW Awards 2018	Rewarded for excellence and innovation in the promotion of sport, active, recreation and healthy living. This award recognises the work of Council's Recreation Team to get more people more active, more often.
Winner	Program, Activities and Events Award 2018 Australian Sport, Recreation and Play Innovation Awards National Sports Convention	This award recognised Council's staff and their works with creating chances and opportunities for Cumberland's diverse community to participate in games from around the globe.
Lisa Hughes - Winner	Environmental Health Professional of the Year Environmental Health Australia (NSW) Excellence Awards	Cumberland Council was well represented at the Environmental Health Australia (NSW) Excellence Awards recently with a number of staff being recognised for their great work in the field.
Ben Cone - Winner	Trainee Environmental Health Officer of the Year Environmental Health Australia (NSW) Excellence Awards	Cumberland Council was well represented at the Environmental Health Australia (NSW) Excellence Awards recently with a number of staff being recognised for their great work in the field.
Winner	Linnwood House Paint Restoration Project 2018 Master Painters Awards for Excellence Category for heritage and restoration	The meticulous paint restoration works of the heritage-listed Linnwood House Estate have been recognised with Council's contractor taking out the top honour in the heritage and restoration category.
Highly Commended	Women in Sport Roadshow NSW Local Government Excellence Awards Category for Community Partnerships and Collaboration - Population over 60,000	This category recognises excellence in cross-council collaboration, community partnerships and partnerships created to provide or improve services that strengthen and enhance the physical or social infrastructure of a region, including integration with other spheres of government.
Finalist	Asset Data Harmonisation and Mapping Project NSW Local Government Excellence Awards	Category for Asset Management and Infrastructure Initiatives - Projects under \$1.5 million.
Finalist	Salary System and Working Conditions Harmonisation Project NSW Local Government Excellence Awards	Category for Excellence in People and Culture - People over 60,000.
Finalist	Tennis NSW Awards	Contribution to growing tennis participation in the community.



# INCOME AND EXPENDITURE

## Financial Snapshot

Council recorded an operating profit of \$22.9m, compared to \$20.75m in the previous year. The profit after deducting capital income is \$4.21m, compared to loss of \$8.41m in 2018. Income totalled \$226m, being \$20m higher than the previous year. Expenses totalled \$203m, being \$18m higher than the previous year. There were still areas of volatility as costs being recorded for the new entity have been realised.

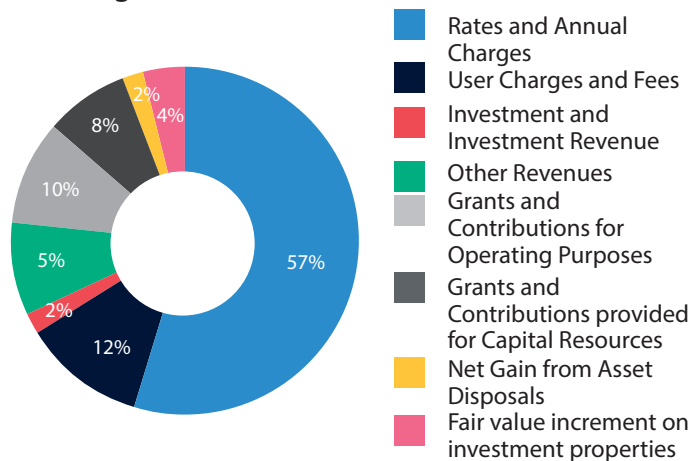
## Highlights

- \$226.17 Million total income from continuing operations
- \$203.24 Million total expenses from continuing operations
- \$22.93 Million net operating result for the year

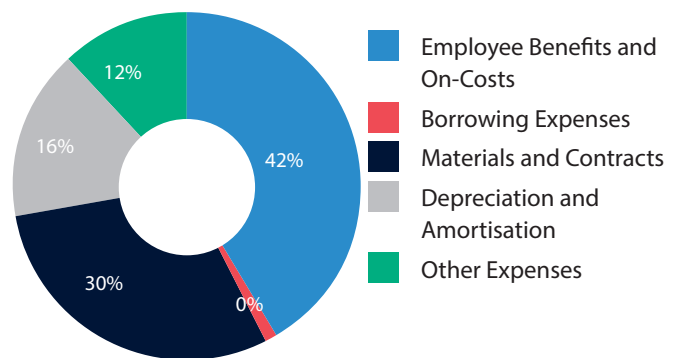
## Income Statement

The Income Statement shows Council's income and expenditure during the 2018/19 financial period.  
Total Revenue less Total Expenses = Net Income

### Sourcing Our Revenue ('000)



### Identifying Our Expenses ('000)



Revenue	Amount \$'000	%
Rates and Annual Charges	\$ 129,611	57%
User Charges and Fees	\$ 26,846	12%
Investment and Investment Revenue	\$ 4,675	2%
Other Revenues	\$ 10,362	5%
Grants and Contributions for Operating Purposes	\$ 21,760	10%
Grants and Contributions provided for Capital Resources	\$ 18,723	8%
Net Gain from Asset Disposals	\$ 3,940	2%
Fair value increment on investment properties	\$ 9,941	4%
Other Income	\$ 315	0%

Expenses	Amount \$'000	%
Employee Benefits and On-Costs	\$ 84,451	42%
Borrowing Expenses	\$ 688	0%
Materials and Contracts	\$ 61,567	30%
Depreciation and Amortisation	\$ 32,470	16%
Other Expenses	\$ 24,067	12%

A majority of Councils' revenue is from residential and business rate payers and grants received from Commonwealth funding. Council's main expenses included salaries and wages, waste disposal tipping fees, raw materials and contracts, contractor and consultancy costs and facility and infrastructure management.

## Financial Position Statement

The Statement of Financial Position reports on Council's net asset position, as at 30 June 2019. It shows Council's total assets, liabilities and the total differences.

Total Assets less Total Liabilities = Net Assets

Assets	\$'000
Total Current Assets	115,915
Total Non-Current Assets	2,443,213
<b>Total Assets</b>	<b>2,559,128</b>
Liabilities	
Current Liabilities	55,990
Non-Current Liabilities	34,196
<b>Total Liabilities</b>	<b>90,186</b>
<b>Net Assets</b>	<b>2,468,942</b>

Council's cash and investments amount's to \$150.33 million at 30 June 2019.

Council's non-current assets are made of:

- Infrastructure assets: Mainly consisting of roads, stormwater drainage, buildings and footpaths. These assets typically have an estimated useful live ranging from 15 (e.g. pumps) to 100 years (e.g. concrete bridges).
- Land: Operational and Community Lands.

## Performance Ratios

Performance Ratios	Calculations	Actual	Target*	Analysis
Operating Performance Ratio, %	Operating profit less capital grants divided revenue less capital grants.	(5.28) % Not Met	>0%	This ratio indicates Council's ability to contain operating expenditure within recurring operating revenue. Council sits below the industry benchmark for 2018/19 mainly due to increased expenditure on materials and contracts.
Own Source Revenue, %	Income less Grants and contribution divided total income	80.21 % Achieved	>60%	This ratio indicates that Council is less reliant on grants and contributions. Given that grants and contributions include s7.11 contributions, which is not an operating source of revenue, there was a decline in revenue received from s7.11.
Unrestricted current ratio, times	Current assets (including cash) divided Current Liabilities	4.49x Achieved	>1.5x	The Unrestricted Current Ratio is designed to represent Council's ability to meet short term obligations as they fall due.  Council continues to be above the industry benchmark of 1.5. This indicator shows Council has good liquidity and ability to repay its debts.

Council's liabilities consist of:

- Minimal borrowings
- Bank overdraft facilities
- Provisions for employee entitlements (e.g. long service and annual leave).

## Statement of Cash Flows

The Statement of Cash Flows shows how changes in the Income Statement and Statement of Financial Position affect Council's cash and cash equivalents. It breaks Council's cash flows into operating, investing and financing activities.

- \$150.33 Million is Council's total cash, cash equivalents and investment, as at 30 June 2019.

During the 2018/19 financial period the net cash for Operating Activities was mainly impacted by:

- \$127.12 Million Rates and annual charges
- \$37.94 Million Grants and contributions

However this has been offset by Council's cost items, such as employee and materials and contracts. This had a significant impact on Council's cash flow position, totalling to \$143.10 Million.

During the 2018/19 financial period the net cash for investing activities was mainly impacted by:

- Payments for purchase of infrastructure, property, plant and equipment was \$61.64 Million.

Performance Ratios	Calculations	Actual	Target*	Analysis
Debt service ratio, times	Earnings Before Interest Tax Depreciation & Amortisation (EBITDA) divided Total Debt	14.93x Achieved	>2.0	The increase in this ratio from the prior year indicates continual ability for Council to meet debt repayments. This is a result of having solid operating cash with low debt obligations.
Rates and annual, %	Debtors divided Sales	4.96% Achieved	<5.0	This measures Council's rate recovery and effectiveness in collecting and reducing outstanding debts.  The ratio has increased from 3.34% to 4.96%. The increase in arrears payment was due to slower collection which will improve in 2019-20.
Cash Expense Ratio, Months	Current Cash divided by Monthly Cash Expense	7.59 months Achieved	>3.0	Council's Cash Expense Ratio is above the benchmark of 3 months. This shows that Council continues to pay for its immediate expenses without additional cash flow requirements.

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

## Building and Infrastructure Renewals Ratios

Performance Ratios	Calculations	Actual	Target*	Analysis
Building and Infrastructure Renewal, %	Renewal divided by Depreciation	139.87% Achieved	>100	This ratio assesses the rate at which Council's assets are being renewed against the rate at which they are depreciating. Renewal is defined as the replacement of existing assets to equivalent capacity or performance capacity.  Council has met the OLG benchmark of greater than 100 per cent. This is a result of the SRV and Council's decision to invest heavily in renewals.
Infrastructure Backlog, %	Estimated cost to bring the assets to a satisfactory standard (condition 3) divided by the written down value of the assets	5.50% Not Met	<2%	Less than 2% is considered the benchmark for the Office of Local Government. 84 Councils within NSW did not meet the infrastructure backlog ratio. This ratio shows the infrastructure backlog, as a total written down value of a council's infrastructure.  There was an increase in backlog. The main contributor to this ratio is roads  \$34.0m (up from \$29m). Cumberland's sustainability policy is to ensure that condition 3 assets are assigned to work programs in the four year operational plan. This is being achieved at present. There is an argument that Council has no backlog due to commitment to the renewal in the Long Term Financial Plan (LTFP), however Council has maintained an aggressive stance on reporting.

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

# CAPITAL WORKS PROGRAM

## Highlights

- \$64.17 Million for total capital expenditure
- Council spent \$38.69 Million for renewal of assets.

Categories	Actual Expenses	Original Budget
New Asset - Plant & Equipment	2,465,471	1,000,000
New Asset - Land & Building	5,295,852	14,727,843
New Asset - Road, Bridges, Footpaths	5,539,089	2,342,162
New Asset - Parks & Recreation	1,751,309	4,941,674
New Asset - StormWater Drainage	3,761,320	8,500,000
New Asset - Other	6,657,033	4,405,812
Renewal Asset - Land & Building	8,451,967	17,486,059
Renewal Asset - Road, Bridges, Footpaths	19,081,499	16,805,368
Renewal Asset - Parks & Recreation	7,157,829	5,563,507
Renewal Asset - StormWater Drainage	3,609,429	1,461,784
Renewal Asset - Other	407,991	214,390
<b>Total Capital Expenditure</b>	<b>64,178,787</b>	<b>77,448,599</b>

Council receives funding for its Capital Works Program mainly from:

- \$11.26 Million - Grants received from Commonwealth and State Government
- \$13.55 Million - Section 7.11 are contributions paid to Council for application fees associated with DA's
- \$6.64 Million - Special Rate Variation

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

Some of Council's significant capital works during 2018/19 are highlighted below:

- \$1.68 Million for Granville Multipurpose Centre

The new Community Centre, Library, Arts and Cultural Facility will give residents a place where they can meet, study, create and perform. The approved design builds upon the existing elements of Granville Pool, park lands and outdoor recreation facilities. The multipurpose centre will open its doors in 2020 and is jointly funded by the NSW Government's Stronger Communities Fund and Cumberland Council. Capital expenditure is when Council spends money to buy, construct, renovate or acquire an asset. Council's three largest capital expenditure items are roads and traffic, parks and footpaths.



- \$5.06 Million for the Merrylands CBD Drainage upgrade

This project will consolidate drainage infrastructure in the Merrylands CBD to ensure cost efficient floodwater control and provide necessary stormwater infrastructure for developments. The design of the stormwater canal upgrades are complete and work has commenced on-site and is approximately 60% complete.



■ \$1.56 Million for Swim Centre Modernisation Program

The upgrades of the pools are to address statutory requirements such as water quality and disability access. The modernisation of the pools will be addressed by the inclusion of facilities to better serve the current and future needs of the community. Works have commenced on site at Wentworthville with demolition and excavation underway.



Other Major Projects for 2018/19:

■ \$0.85 Million for the Parramatta Road Urban Improvement Program

- Auburn Civic Centre Rectification \$3.4 Million
- Friend Park Children's Centre Renovation \$1 Million
- Demountable Building Out Of School Hours \$800k
- Central Gardens All Abilities and Mixed Age Playground \$800k
- Auburn Botanic Gardens Entertainment Precinct and Duck River Regional All Abilities Playground \$500k
- Replacement of Bridge Road Railway Overbridge \$500k from Stronger Communities Fund
- Prospect Hill Access and Lookout \$500k from Stronger Communities Fund
- CCTV Infrastructure and Lighting Upgrades \$500k from Stronger Communities Fund
- Proposed Auburn South Community and Recreation Centre \$7 Million
- Granville Park Stadium upgrade \$2.7 Million from the Office of Sport Grant Funds to contribute to the Granville Park Stadium upgrade
- Mona Park change rooms upgrade \$747k



# ICONS LEGEND

## COMMUNITY STRATEGIC PLAN DRIVERS

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

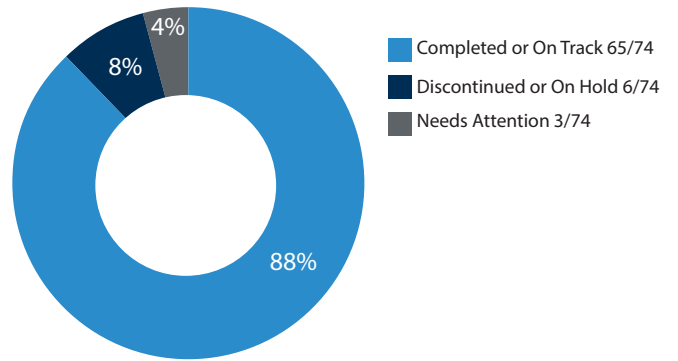
# DETAILED OPERATIONAL PLAN PERFORMANCE

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

The Annual Report is a summary of these results and the effectiveness of Council in the delivery of services and meeting the community’s goals as outlined in the Community Strategic Plan 2017-2027.

The following section sets out the progress and performance for Cumberland Council on the implementation of the Operational Plan 2018-2019 including updates on how Council’s key projects are progressing as well as achievements and highlights in each service area.

Consolidated performance for 2018-2019:



## ICONS LEGEND







Key to traffic light status symbols



# 1. Community Programs and Events

This service area provides a wide range of cultural, social and community-focused programs and events that promote social inclusion, increase community wellbeing and foster positive connections within the community. This service area helps increase the liveability and sense of community in Cumberland.

## Service Area Performance Measures:

	Over 46 school holiday programs were delivered for more than 961 young people aged 12 to 18 years		66,311 residents directly benefited from projects funded through Council's Community Grants Program
	Delivered 24 major events to more than 180,000 residents and visitors to Cumberland		97% of community organisations reported being 'satisfied' with the sector support services provided by Council
	Over 300 active volunteers contributed more than 35,000 hours to support Council programs		80% of participants in Council's Aged and Disability Services reported improvements in their health and wellbeing

## Program Highlights:

- Council was awarded the "Best Council Award NSW for Graffiti Removal" for removing over 750 square metres of graffiti at Harold Reid Park in Girraween.
- The Sydney Cherry Blossom Festival attracted close to 90,000 visitors.
- Council implemented the Community Grants Support Program and provided Grant Workshops and one-on-one Advisory Desk sessions to community organisations.
- Council piloted a new Place Management Program for the Wentworthville, Granville and South Granville Wards and developed Place Development Plans for each of Cumberland's ward areas.
- Council completed the 'State of Homelessness in Cumberland' Research Project.
- Council developed the 'Discover Cumberland' Program, with 313 residents participating in the first four months of the program and reporting an 80% increase in awareness of Council services and programs as a result of participation.
- Council delivered the award winning 'Refugee Camp in My Neighbourhood' project for the 6th year with 2,000 students, professionals and general public participating in tours and completion of a 5 year Longitudinal Evaluation of the impact of the project ('Just Like Us').
- Council implemented the Cumberland Community Safety and Crime Prevention Plan 2018-2022.
- Council's 'have your say' online engagement portal reached and actively engaged 21,857 community members across a broad range of Council projects.
- Council adopted the Cumberland Reconciliation Action Plan (RAP) 2019-2021. This is a whole of Council plan providing directions over the next two years to support the development of respectful relationships with Aboriginal and Torres Strait Islander peoples, both internally and externally.
- Council's Major Events Program delivered a diverse range of community and cultural events and festivals including:
  - The first Ramadan Street Food Festival in the Auburn Town Centre which was attended by over 15,000 people.
  - The first Diwali Street Festival in the Wentworthville Town Centre, with more than 9,000 people attending.
  - Christmas in the Gardens at the Auburn Botanic Gardens, with approximately 15,000 people attending and enjoying the Christmas lights, Christmas carols and an open air cinema.
  - Australia Day at the Holroyd Gardens, attracting 10,000 people and providing entertainment, food and an evening fireworks display.
  - Lunar New Year at Auburn Central Forecourt which included traditional dance and music, crafts and entertainment.
  - The Sydney Cherry Blossom Festival attracted approximately 100,000 attendees resulting in a total estimated economic output of \$2.6 million in the Cumberland local area economy as a result of staging the event.



## Project Status Updates:



We have positive connections within our local community through our local programs and services that reflect our unique identity

### Develop and implement the Cumberland Reconciliation Action Plan, including the appointment of a dedicated Aboriginal Community Development Officer

After extensive consultation with Aboriginal and Torres Strait Islander peoples, local primary and high schools, service providers, residents and other key stakeholders, the Cumberland Reconciliation Action Plan (RAP) 2019-2021 was endorsed by Reconciliation Australia and adopted by Council. Implementation of the RAP commenced in consultation with Council committees and the new Aboriginal Community Education and Programs Officer. The RAP outlines the actions Council will take to further reconciliation over the next two years in key areas of Respect, Relationships, Opportunities and Tracking progress.



We have positive connections within our local community through our local programs and services that reflect our unique identity

### Develop Cumberland Cultural Plan

The Cumberland Cultural Plan was adopted by Council after numerous research and engagement activities including two community workshops and online community engagement through the "Have Your Say" page on Council's website which received 88 responses. The engagement phase concluded with consultation with various committees including the Heritage Committee, Culturally and Linguistically Diverse Committee, Arts Advisory Committee, Youth and Aboriginal and Torres Strait Islander Consultative Committees.



We have equal access to local services and facilities

### Complete and implement review of Council's seniors units for independent living

It was resolved at an Ordinary Council Meeting, not to undertake an Expression of Interest process. Council continues to implement operational improvements in land associated with Council assets.



We have a strong and diverse local economy supported by a network of small business

### Prepare a business engagement program to support local business in town centres

Council has completed the development of the Business Engagement Program to support local businesses in the Cumberland area. Ongoing activities have included programs and services provided to local businesses, such as: more than 29 safety workshops, digital marketing masterclasses, one-to-one business advisory services, networking events, small business and social media workshops, tax basics for small business workshop, energy saving workshops and specialised industry workshops targeting business planning. Council's Business Engagement Coordinator will continue working closely with local businesses in the Cumberland LGA to ensure they are well supported and have access to services that can assist them into the future.



We feel safe in all areas of Cumberland at all times

### Deliver the CCTV in Public Spaces Program expansion









The program expansion is ongoing with the tender finalised. Achievements this year have included the completion of an independent Lighting Report and a Video Surveillance Systems Review of Council's CCTV Infrastructure. A number of grant applications have been submitted to support the expansion of CCTV in public spaces and specifications and detailed designs have been completed for a Video Surveillance System to enable the integration and central management of Council CCTV cameras in conjunction with the Auburn Police Area Command requirements for CCTV. Five Community safety audits completed for Pemulwuy, Guildford, Pendle Hill, Granville and Wentworthville Town Centres.



## 2. Roads, Stormwater and Street Cleaning

This service maintains local roads and infrastructure to the highest standard as well as managing stormwater and drainage around the local area. It ensures public places are clean and attractive with a schedule of street cleansing services.


### Service Area Performance Measures:

	10.3 km of local roads resealed		40,981 clean up services provided
	5,289m <sup>2</sup> of graffiti removed from public property		5,091 instances of illegally dumped rubbish collected
	17.2 km of new footpaths reconstructed 8 km of new footpaths constructed		1,311 potholes repaired
	1,354 tonnes of litter collected from public places		1,914 Stormwater Pits identified and inspected


### Program Highlights:

- Council developed Cumberland's Public Place Cleansing Strategy.
- Council considered 192 traffic reports at Cumberland Traffic Committee meetings.

### Project Status Updates:




Our planning decisions and controls ensure the community benefits from development



Our public places are clean and attractive

#### Stormwater Drainage CCTV Audit ●

The audit of Council's Stormwater Drainage system continues with a few issues being identified due to site and crew access. The contractor has rectified the delays by committing to adding more crew in order to complete the project on time.




Our planning decisions and controls ensure the community benefits from development

#### Design and acquisition for Merrylands Ring Road ●

The project was placed on hold while Council waits to receive the results from the Cumberland Local Government Area wide traffic study.

#### Develop Council's Public Place Cleansing Strategy ●

Council's Public Place Cleansing Strategy, incorporated with Council's Waste Avoidance and Resource Recovery Strategy was adopted by Council.



We have a range of transport options that connect our town centres and to wider Sydney

#### Develop Pedestrian Access Management Plan ●

The preparation of the consultants brief is in progress.

# 3. Parks and Recreation

This service provides and maintains an extensive network of accessible and sustainable parks, open spaces, sporting grounds and playgrounds where residents can play, socialise and connect with others. Council also maintains local parks and gardens, sporting grounds, golf course, play spaces, hard courts, bush reserves, corridors and streetscapes that make up approximately 800ha of green space in Cumberland.


## Service Area Performance Measures:

	<p>2018 Community Survey results showed an increase in the level of satisfaction with Council services, inclusive of parks from 3.19 in 2017 to 3.40 in 2018</p>		<p>Council attended over 100 organisational network meetings, 19 club meetings and 32 local park committee meetings</p>
	<p>Council has completed 126 parks and recreation projects</p>		<p>A Council Family Fun Sports Day had over 500 attendees</p>

## Program Highlights:

- Council delivered a Sport Roadshow in partnership with the AFL NSW/ACT, Netball NSW, Parramatta Wildcats, Cricket NSW, Western Sydney Two Blues and the Football Academy Sydney. More than 663 children from 12 schools met with professional sporting stars and received practical coaching sessions.
- Council hosted the first ‘Sport and Recreation Local Government Forum’ in November 2018.
- The Parks Operational Team established a specialist crew to focus on playground repairs and maintenance, resulting in increased efficiency and a cost saving of \$500 per repair with external contractors.
- Five tees have been refurbished and fairways returned at Council golf courses, additional works have included extending drainage pipes to increase water supply, the construction of additional pathways and ball screenings installed to protect neighbouring properties.
- Parks Operational Staff completed a comprehensive range of ground renovation works to 75 sportsgrounds which included aeration, fertilizing, herbicide applications and top dressing.
- Improvements have been completed at the Central Gardens to renew the habitat island and a new nocturnal house has been constructed for a bat exhibition.
- Upgrade works for the Auburn Botanic Gardens are near completion with improvements being made to irrigation, lighting and entrance ways.
- The Seafarer’s Memorial, including a 9000kg anchor, was installed and officially dedicated by the Merrylands RSL. It is the first memorial in NSW to recognise the service of the Merchant Navy.
- Responded to approximately 4,000 Parks and Recreation general enquiries consisting of park maintenance, tree maintenance and park and sportsground upgrades.
- Upgrades to Freame Park, Mays Hill playground included, new fencing, play equipment and seating with inclusive and accessible features incorporated.
- Adopted the Prospect Hill Plan of Management incorporating a Landscape Masterplan. The plan was prepared to guide the management and development of the recreational open space area whilst taking account of the sites natural, indigenous and cultural significance through its association to early interactions between Aboriginal people and settlers, and as the first recorded site of Aboriginal and European reconciliation in Australia.

## Project Status Updates:



We have great natural and green spaces that suit a variety of uses

### Develop a Cumberland Open Space and Recreation Strategy



The Draft Cumberland Open Space and Recreation Strategy has been updated and aligned with Council’s strategic asset data and follow up consultation sessions scheduled with Council’s Local Park Committees. The Councillors will be briefed prior to a report to Council recommending approval to place the Strategy on public exhibition.



We have great natural and green spaces that suit a variety of uses

### Deliver Wyatt Park Plan of Management



Wyatt Park is Crown Land and the Wyatt Park Masterplan has been delayed owing to changes in the Crown Land Management Act 2016 which have impacted implementation. Advice from the Minister for Planning and Public Spaces was that the draft plan must be re-exhibited for a further public hearing before being presented to Council for adoption.



We have great natural and green spaces that suit a variety of uses

### Complete Granville Park Pavilion and playing surface renewal works



Tenders were opened for the design of the Granville Park Stadium and a Geotech Report on ground surfaces was completed. The pavilion has been demolished and the tender for field renovations will be released once final changes have been made by procurement. Construction is on schedule to commence.



We have great natural and green spaces that suit a variety of uses

### Commence a Parks Plan of Management Review Program



Council has completed a Cumberland Plans of Management Preparation Strategy which will inform and guide the ongoing order of priorities for the preparation of Council's Plans of Management.



We have high-quality community facilities that fit our purposes

### Improve customer satisfaction in open space provision and presentation



The Annual ParkScape Survey indicated a decline in user satisfaction with open space maintenance from 8.4 in 2018 to 7.3 in 2019. The regional mean score is 7.8. As more district survey locations were added in 2019 the score better reflects overall justification.



We live healthy and active lifestyles

### Develop a Cumberland Synthetic Surfaces Plan



The Draft Synthetic Surfaces Plan is on track to be developed with internal and external engagement completed.



We live healthy and active lifestyles

### Deliver a Play Space Infrastructure



A Play Space Infrastructure Strategy and Plan will provide Council with a clear framework for optimising the capacity, age suitability, accessibility (i.e. all-abilities) and usability of its playgrounds and play structures for existing populations as well as addressing the emerging play needs of a rapidly increasing and changing population. This year a playground asset/condition review and detailed mapping of playgrounds was completed. The next steps on this project are planned to follow on the Cumberland Open Space and Recreation Strategy.



We live healthy and active lifestyles

### Deliver a range of asset and capital projects for parks and sportsgrounds, inclusive of shade structures, seating, picnic settings, fencing, lighting, cricket wickets and hard courts



Council has completed 126 parks and recreation projects which have included playground renovations, park and sportsground remediation works.



We have great natural and green spaces that suit a variety of uses

### Prospect Hill Lookout and Access



This project is ongoing with a consultant currently refining the project design details in consultation with Council and the Aboriginal Torres Strait Islander Consultative Committee. The Remedial Action Plan Stage 1 is complete with Stage 2, the Hydro Carbon Contamination program scheduled for implementation. Construction works are anticipated to commence following Heritage Council NSW approval.



We value the environment and have measures in place to protect it

### Delivery of irrigation to Woodville Golf Course



The project inception and design is complete with construction scheduled to commence.



We have great natural and green spaces that suit a variety of uses

### Complete an Open Space Asset Management Plan







The Open Space Asset Management Plan has been completed with the report and model finalised and presented to internal stakeholders.

# 4. Environmental Programs

This service provides a wide range of waste education and environmental initiatives to ensure the long-term sustainability of Cumberland’s natural environment, as well as engaging children and families in community-focused educational programs.


## Service Area Performance Measures:

	<p>2,400 trees given away to Cumberland residents under the Tree Giveaway Program</p>		<p>279 residents participated in 17 Council Community Environment Workshops</p>
	<p>Native Bee Hive Program distributed 25 hives across the Cumberland community</p>		<p>1,945 trees planted in public spaces</p>

## Program Highlights:

- The first Cumberland Citizen Scientist Bird Spotters bird walk took place, with 23 residents participating in a guided tour with Birdlife Australia, to track and record sightings to the Bird Atlas database.
- 130 people attended the Annual Clean Up Australia Day event which was hosted at Duck River.
- Council hosted a National Tree Day event, with 300 attendees and 1,500 trees were planted along Duck River.
- Council implemented Biodiversity initiatives across Children’s Services and Community Centres with work including the provision of 17 bird baths, 20 hotels for native insects and 23 bird houses.
- Council delivered nature play professional development at the first Cumberland Educators United forum where 35 educators from a variety of services throughout Cumberland, including private services, gathered at Central Gardens for a nature play workshop, highlighting the growing importance of meaningful engagement with green space and parks for children and families.
- Resources aimed to promote the reduction of waste and single-use plastics were provided to approximately 360 children attending Council’s education and care services. The new or graduating students and their parents received a lunch box and drink bottle to use on waste-free lunches.


## Project Status Updates:

	<p>We have great natural and green spaces that suit a variety of uses</p>
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### Develop and implement Environmental Management Framework



The Draft Environmental Management Framework public exhibition period closed with comments being reviewed and a report to Council being prepared.

	<p>We value the environment and have measures in place to protect it</p>
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### Provide support and partner with external agencies to enhance local waterways and riparian corridors



Council has continued to engage with the Parramatta River Catchment Group in the development of the Duck River Masterplan, as part of a multi-year program of works. Actions have included hosting the Parramatta River Catchment Group as well as supporting Bushcare volunteers to continue regeneration works along the Duck River and Prospect Creek Riparian Corridor. The Conservation Volunteers Australia group, supported by Council, obtained a grant to continue regeneration and community engagement works along the Duck River Corridor.



We have great natural and green spaces that suit a variety of uses

### Develop and implement a Biodiversity Strategy and Action Plan



The Draft Biodiversity Strategy and Action Plan public exhibition period closed with comments being reviewed and a report to Council being prepared.



We value the environment and have measures in place to protect it

### Develop an Asbestos Management Plan



Council has formed an Asbestos Working Group and work is progressing on developing a Draft Asbestos Management Plan commencing with the harmonisation of Council's Asbestos Register.



We value the environment and have measures in place to protect it

### Deliver initiatives to build awareness, skills and capacity through Children and Families to promote and enhance sustainable environments





The Children and Families team delivered a number of events to support this ongoing rolling program of works. Highlights included the hosting of 13 community nature play sessions at the Bush School Merrylands, attended by approximately 367 children with their parents or carers and delivering three free community workshops during Nature Play Week. These were titled Nature Art, Nature Play and Nature Walk, which were attended by 52 children and 41 adults and engaged the community in utilising the green spaces at Central Gardens, Holroyd Gardens and Auburn Botanic Gardens.



# 5. Household Waste and Recycling

This service provides efficient waste collection and regular clean-up services to ensure Cumberland is a clean, green, attractive and usable area for residents. This includes a pre-booked household clean-up service as well as dedicated collection services for problem and electronic waste types. Council also collects illegally dumped rubbish to keep kerbsides and public spaces tidy.


## Service Area Performance Measures:

	8.86 tonnes were collected from 98 bookings for the Asbestos Collection Program		Council responded to 4,304 mobile problem waste collection bookings
	Garden (green) waste bins were rolled out to former Holroyd residents was completed over two stages with 15,243 opt ins		557 residents participated in 17 local events where they were provided with materials about household waste reduction and recovery

## Program Highlights:

- A Regional Illegal Dumping (RID) Officer commenced employment to assist in the planning and implementation of Council's five year Illegal Dumping Plan.
- 3,338 residents were engaged at local events and community workshops.
- Council adopted the Waste Management and Resource Recovery Strategy 2018-23 and commenced implementation of actions.
- Council completed the Waste Development Control Guidelines.
- Council has continued to promote the Mobile Community Recycling Service throughout the Cumberland and Parramatta Local Government Areas.
- Council implemented a six week Illegal Dumping Intensive Operation, targeting six key hotspots in high density residential areas. The operation used a combination of intensive on ground regulatory action, coupled with marketing of the free Council Clean up Service. It coincided with a 62% reduction in observed illegal dumping at the key hotspots being targeted.
- Council's residential waste service collects over 100 thousand bins per week including household waste, vegetation and recycling. In addition, a further 1,600 bulk bins are collected weekly as Cumberland Council moves towards an increase in residential density.
- 200 pre-booked cleans up are collected each day in addition to 30-50 illegal dumping's identified through daily patrols.
- The waste booking system accessed through Council's website has been improved to link with Councils internal app to present a "one stop shop" for residents booking clean ups, illegal dumps and all matters concerning waste, green waste and recycling.

## Project Status Updates:

	Our public places are clean and attractive
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### Develop and implement Council's Waste Management and Resource Recovery Strategy



The Cumberland Waste and Resource Recovery Strategy was adopted by Council.

## 6. Children's Services

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


### Service Area Performance Measures:

	33 families and children with additional needs received visits from Council's Inclusion Support Facilitator		710 families attended one or more of 35 networking and information sessions that Council provided
	The Child Protection Policy was adopted and featured in the Local Government NSW Weekly Newsletter		44 Council staff completed training with NSW Health's Child and Family Speech Pathology Team

### Program Highlights:

- Children's Services hosted 28 Council educators at the Cumberland Educators United Inclusion Forum which was open to all services in the Cumberland area and covered topics including intergenerational programming, trauma informed care and communication development.
- Paint Cumberland Read and Children's Services successfully held ten twilight story times for the Community Reading Week. Over 465 children and 370 adults participated with pop up sessions being held in parks throughout the Cumberland LGA and launched the newest Poppy the Possum story book in the Darug language.
- Children's Services was successful in securing the Synergy of Communities funding for \$80,000 over 3 years from 2018 to 2021. The aim of the project is to develop positive partnerships and build trusting relationships with communities from refugee backgrounds in the local area and provide a pathway to services that deliver high quality education and care.
- Children's Services commenced a project to provide iPads to each of Council's Education and Care Centres in the Cumberland area, creating opportunities for children to benefit from the use of technology as a learning tool, and for educators to document children's learning and share with their families.


### Project Status Updates:

	We have access to great local education and care services
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#### Provide inclusive programs and activities that support the educational engagement of children

As part of the ongoing rolling program of activities supporting the educational engagement of children, Children's Services delivered the following:

- Resources providing information and support to parents about immunisation at 28 immunisation clinics.
- Information sessions on literacy to 71 children and 64 parents with 63 Poppy the Possum resource bags distributed.
- The Refugee Week Celebration and Collaborative Forum for 40 professionals from 14 organisations that deliver services to asylum seeking, refugee and newly arrived children and families in the Cumberland LGA.

	We have positive connections within our local community through our local programs and services that reflect our unique identity
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#### Develop and deliver a Professional Development Program that targets specific areas of education and care

The Professional Development Action Plan and Calendar of training opportunities provided Council's educators with 199 sessions of professional development and over 200 hours of training.





We have access to great local education and care services

### Promote the importance of early education and provide a pathway into preschool programs

As part of the ongoing rolling program of activities supporting the pathway of children into preschool programs, Children's Services delivered the following:

- Information sessions to 34 playgroups and approximately 170 children under the age of five in the LGA promoting Council's education and care services to parents, including the importance of preschool.
- Approximately 360 children attending Council's education and care services received a lunch box and drink bottle to use for their school lunches. The new or graduating students and their parents were provided with resources on waste-free lunches.
- Children's Services successfully recruited for the Community Project Officer role, which is responsible for developing positive and trusting partnerships with communities from refugee backgrounds while working to provide pathways to services that deliver high quality education and care. Work commenced on engaging families from refugee and asylum seeker backgrounds to link them to educational opportunities, including:
  - Identification of key barriers for families not engaging in education.
  - Development of relationships with key services and organisations working with communities of refugee and asylum seeking backgrounds.
  - Assisting with producing simple English promotional material.



We have positive connections within our local community through our local programs and services that reflect our unique identity

### Develop a Children and Family Services Strategy







Children's Services undertook extensive engagement with the community to help develop the Draft Children and Families Services Strategy. The engagement activities during the year included:

- Collecting 305 adult surveys and 332 children's drawings.
- Distributing an in-depth survey to families in the community through a number of channels, including social media, e-news, network and interagency email groups. Hard copy versions were also made available in Libraries and Education and Child Care Centres, with 177 responses received.
- Inviting children and their families utilising Council's 17 Education and Care Centres to describe their aspirations for programs, services and facilities for children and families in the Cumberland area.
- Inviting all providers of childcare within Cumberland to participate in an electronic or telephone survey to assist with the study of quality, supply and demand of childcare services within the LGA. A total of 79 services (50%) participated.
- Holding an internal staff workshop to consider input around education and care, which was attended by 15 participants representing Children's Services, Library Services, Youth Services, Community Education, Planning and Strategic Planning.
- Facilitating two community forums inviting children to have their say and comment on the direction of the Strategy.
- Hosted an Education and Care Peak Body and Service Provider workshop, which was attended by 66 stakeholders from private and community education and care providers, local and state government representatives as well as peak bodies and community service organisations.
- The first draft of the Children and Families Services Strategy was completed and presented to Councillors at a Councillor Briefing.

# 7. Urban Planning and Development

This service provides Strategic Planning and Development services to ensure developments are well coordinated and land is used in the best way for entire community. This service also includes coordinating new developments with infrastructure and economic growth, such as innovative land use, transport, green spaces and community facilities.


## Service Area Performance Measures:

	44% of DAs processed within 90 days		87 DAs were reported to the Cumberland Local Planning Panel
	Assessed Development Applications worth more than \$1.38 billion		1,281 DAs lodged and 1,430 DAs determined

## Program Highlights:

- Council finalised the Draft Local Strategic Planning Statement which has been placed on public exhibition, with a report to be provided back to Council following the conclusion of the exhibition period.
- Council adopted the Cumberland Employment Innovation Lands Strategy and endorsed its strategic framework which focused on:
  - Education: aligning Council's facilities and services to emerging industries
  - Specialised clusters: potential renewal opportunities for advanced knowledge, manufacturing, digital and creative industries
  - Service and innovation: Council to maintain and support service capabilities, such as train operations
  - Freight hub: Council will continue to promote strategic importance for major hubs, such as major roads connections
- Council adopted the Strategic Planning Works Program for 2018-2021, which provided greater community engagement and a strategic approach for new plans.
- Council partnered with the NSW Department of Planning and Environment to deliver planning incentives and designs within the Merrylands Station and McFarlane Street Precinct.

## Operational Plan 2018-2019 Key Projects Progress:




We have a strong and diverse local economy supported by a network of small business

### Implement the Cumberland Employment and Innovation Lands Strategy



The project was completed and the Cumberland Employment and Innovation Lands Strategy was adopted by Council.




Our planning decisions and controls ensure the community benefits from development

### Finalise the Cumberland Development Contributions Plan for local infrastructure



Work is progressing on the Cumberland Development Contributions Plan for consideration by Council.



Our planning decisions and controls ensure the community benefits from development

### Develop Granville Town Centre Planning Strategy



This project was placed on hold in order to schedule planning alongside other projects as well as the Cumberland Local Environmental Plan (LEP).



We have vibrant entertainment precincts

### Implement the town centre reviews into plans (Merrylands, Wentworthville, Auburn and Lidcombe)



The Wentworthville Centre Plans have been placed on public exhibition and Council has commenced the Revitalisation Planning proposal and associated Development Control Plan. A report to Council is anticipated on the revised draft Strategy for Auburn and Lidcombe town centres.



Our planning decisions and controls ensure the community benefits from development

### Develop Community Participation Plan for Planning



Council developed a draft Community Engagement and Participation Strategy for 2018 to 2021 in consultation with the community. The draft Strategy was placed on public exhibition and subsequently adopted by Council.



Our planning decisions and controls ensure the community benefits from development

### Develop new Cumberland LEP to implement studies and strategies (employment, residential, heritage and bushfire)



The Draft Local Strategic Planning Statement was finalised for exhibition and the LEP work program is ongoing with the draft LEP Studies nearing completion.



Our planning decisions and controls ensure the community benefits from development

### Establish a Design Excellence Review Panel for high-rise Buildings



This project is complete and Council appointed the Design Excellence Review Panel members.



Our planning decisions and controls ensure the community benefits from development

### Shop awning safety program



An initial contact letter for businesses was approved and signed off for release with the suburb areas for the Awning Program to be identified.



Our planning decisions and controls ensure the community benefits from development

### Implement external cladding inspection program



The External Cladding Inspection Program for buildings was identified through the Government Cladding Database with 59 buildings within the LGA self-reporting as having suspected external combustible cladding.



Our planning decisions and controls ensure the community benefits from development

### High-Rise Fire Safety Education Project



The Department of Planning has been consulting with Councils in regard to the fundamentals of ensuring the safety of high-rise building occupants and will release a guideline for Council's to adopt. Educational materials to advise residents of the fire safety issues associated with high-rise apartment living are under development and will be distributed to the community when determined.



Our planning decisions and controls ensure the community benefits from development

### Prepare Wentworthville Public Domain Upgrade Plan





Project is underway with the draft to be reported to Council for public exhibition.

# 8. Regulatory Programs

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


## Service Area Performance Measures:

	<p>Provided seven Food Safety Seminars for local retail food businesses</p>		<p>27 registered dangerous and restricted or menacing dogs are housed throughout the Cumberland area and are inspected three times per year</p>
	<p>Council's Swimming Pool Inspection Program completed 273 inspections</p>		

## Program Highlights:

- As part of a one day blitz, 76 inspections of building sites were conducted through Council's involvement in the Parramatta River Catchment groups "get the site right" erosion and sediment control campaign.
- Council's Environmental Health Officers carried out over 1,400 fixed food premises inspections across the LGA, as well as almost 100 inspections of temporary and mobile food premises at Cumberland's various events and festivals. This included Fun4Kids, the Cherry Blossom Festival and Auburn Ramadan Night Festival.
- More than 12 retail food handler seminars were delivered, with staff working with Multicultural Services NSW to provide additional translated seminars in Tamil and Korean. Two food safety seminars were also presented to Council's Children's Services staff.
- Council's Environmental Health Staff were involved in a Campylobacter Survey, coordinated by the NSW Food Authority, and will present the findings at an upcoming State Liaison Group meeting.
- Council's Environmental Protection Officers have completed additional training to enable appropriate responses to emergency pollution incidents.
- Council's Environmental Protection Officers coordinated with Officers from NSW Police, Roads and Maritime Services (RMS) and Western Sydney Regional Illegal Dumping (RID) Squad to undertake a targeted enforcement program on trucks using local load limited roads. This resulted in 39 trucks being stopped and a variety of regulatory actions being taken by all agencies.
- Council's Environmental Health Officers undertook almost 150 water cooling system inspections across the LGA as part of the Legionella surveillance program, and investigated several cases of Legionnaires disease in conjunction with the NSW Western Sydney Local Health District.
- Over 70 inspections of skin penetration businesses were carried out, along with routine testing of water quality in the 23 public pools and spas operating in the Cumberland LGA.
- Environmental Health staff responded to a number of pollution incidents during the year, working closely with the NSW EPA, Fire & Rescue, and other agencies to ensure the health of the public and the local environment was protected.
- The Environmental Health team carried out quarterly testing of water quality parameters in several local creeks and waterways to monitor the health of aquatic systems across the LGA.
- The Environmental Health team provided specialist/technical advice for 340 development applications on topics including land contamination, acoustics, environmental management, public health, and legislative compliance.
- Over 770 complaints from the public were resolved by Environmental Health staff.

## Project Status Updates:

	<p>Council operations support a healthy community</p>
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## Develop the Cumberland Environmental Health Strategy







A draft Environmental Health Strategy has been developed and is undergoing an internal review. The Draft Strategy will be presented at a Councillor Briefing.

# 9. Libraries

This service provides a network of eight modern and well-resourced libraries to promote community learning with educational, recreational and development programs.


## Service Area Performance Measures:

	<p>Cumberland's library network attracted more than 938,320 visitors</p>		<p>3,747 library programs delivered for 49,723 attendees</p>
	<p>13,669 new library members and 687,178 loans for books and items</p>		<p>Provided free Wi-Fi access to 429,582 users and more than 138,857 users accessed computers, printing and eLibrary services</p>

## Program Highlights:

- Council adopted the Cumberland Library Strategy 2018-2021.
- Council completed library modernisation works including the completion of the Auburn library extension, the auto returns system at the Wentworthville Library and general refurbishment with new fittings, furniture, equipment, computers and printers.
- Over 1,000 visitors attended the Library and Information Week held across all of Council's libraries and enjoyed a range of events and programs, such as special story times, railway station visits, morning teas and technology programs.
- Wentworthville Library has expanded its operating hours to include Monday evening and Sunday afternoon. The increase in hours has resulted to an additional 120 visits on Monday evenings and 200 visits for Sunday afternoons.
- The State Library of NSW visited Council's libraries to review the comparative benchmarking with similar services of the State Library. Cumberland's libraries came out very favourably in these comparisons for library memberships, lending and programs provided.
- The Ekushey Corner Program was launched at the Auburn Library which provides information and displays across all eight libraries about the preservation of mother languages, alphabets and local community language schools.


## Project Status Updates:



We have high-quality community facilities that fit our purposes

### Library Modernisation Project including RFID and print-to-pay solutions ▶

Council has completed the Library Modernisation Project and print-to-pay solutions. Council libraries have been refurbished with new fittings, furniture, equipment, computers and printers.



We have high-quality community facilities that fit our purposes

### Auburn Library Extension ▶

The Auburn Library extension project was completed. Improvements included recarpeting, installation of partitioning, 12 new public computers and workstations, safety and security measures, new main entry automatic door, and electrical and data works.



We have high-quality community facilities that fit our purposes

### Granville Multipurpose Facility – Branch Library Component



Plans for the project were completed with the internal layout, technology and security scoping requirements identified and the budget revised for additional operational requirements, including signage and fitting, furniture and equipment. The Tender Evaluation Report went to Council and a contractor for the construction phase was engaged, with onsite works to commence soon. Opening hours have been proposed for the Centre and additional staffing requirements budgeted for.



We have high-quality community facilities that fit our purposes

### Develop and Implement a Library Strategic Plan






The Library Strategic Plan was developed based on community engagement and placed on public exhibition prior to being adopted at Council.



# 10. Pools

This service provides recreational facilities to promote the health and wellbeing of the community, including aquatic centres, swim programs, sporting events and family leisure activities.


## Service Area Performance Measures:

	100% of water quality tests completed for Council's pools are compliant		514,242 visitors to Council's five swimming pools and Auburn's Ruth Everuss Aquatic Centre
	141,785 attendees at Council's Learn-to-Swim Program		

## Program Highlights:

- Modernisation of the four swimming pools has commenced.

## Project Status Updates:

	We have high-quality community facilities that fit our purposes
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### Modernisation of swim centres







Concept plans have been developed for all swim centres in the modernisation project, with a Project Manager and consultants engaged to commence the project. Tender documents are being developed. Works have commenced at Wentworthville Pool with demolition and excavation scheduled. The works at the Merrylands and Granville Pools have been deferred and upgrades proposed for future financial years.



# 11. Governance and Administration

This service provides effective civic leadership underpinned by a foundation of good governance to ensure decision making is transparent and accountable and that organisational activities are honest and free from fraud or corruption.

## Service Area Performance Measures:

	90% of Council's Customer Calls, on average are answered within 60 seconds		21 formal Access to Information Applications (GIPA Act) received, 100% decided within timeframe, two pending
	80% of Customer Service Counter Service enquires are attended to within three minutes		58 internal audit recommendations were implemented

## Program Highlights:

- Council finalised the delivery of a Centralised Contact Centre in Auburn, new telecommunications software and the harmonization of the customer service hours across Auburn and Merrylands Customer Service Centres.
- A Quarterly Performance Review (QPR) process was implemented to provide the executive team with oversight of performance against key corporate measures and to facilitate evidence based decision making, and risk based service reviews and planning.
- New customer ticketing kiosks were installed in the Auburn and Merrylands Customer Service Centres.
- Council completed Stage 1 of the review and harmonisation for Cumberland Council's Salary System.
- The annual Community Satisfaction Survey was undertaken to measure Council's progress with the community vision outlined in the Cumberland Community Strategic Plan 2017-27.
- An online platform has been launched to view Council's former business papers (Auburn and Holroyd).
- Council meetings are now being livestreamed through a new streaming service provider, which is more robust and provides a bookmarked video stream by agenda item.
- Council adopted a suite of policies, plans and guidelines which included (and limited to):
  - Affordable Housing Interim Policy
  - Child Protection Policy
  - Code of Conduct
  - Procedures for the Administration of the Model Code of Conduct
  - Community Engagement and Participation Strategy 2018-2021
  - Compliments and Complaints Management Guidelines
  - Compliments and Complaints Management Policy
  - Construction Bonds Management Policy
  - Councillor Expenses and Facilities Policy
  - Cumberland Library Strategy 2018-2021
  - Cumberland Community Safety and Crime Prevention Plan 2018-2022
  - Cumberland Employment and Innovation Lands Strategy
  - Cumberland Innovate Reconciliation Action Plan (RAP) 2019-2021
  - Customer Experience Strategy 2018-2021
  - Fraud and Corruption Control Policy
  - Media Policy
  - Pensioner Rebate Policy
  - Petition Guidelines
  - Property Policy
  - Social Media Policy
  - Sponsorship Guidelines
  - Waste and Resource Recovery Strategy
  - Charity Collection Bin Policy



## Project Status Updates:



Council acts as a community guardian through responsible and effective operational administration



We have positive connections within our local community through our local programs and services that reflect our unique identity

### Implement a new customer contact phone system to enable the provision of a high-quality and innovative customer experience



Project was completed.

### Implement a Sponsorship Policy and Program to govern incoming and outgoing sponsorship



The Sponsorship Policy was adopted by Council and the program commenced with the first round of outgoing applications received to be endorsed by council. The program will continue until the total of \$50,000 is exhausted during the financial year. There has been a total pool of \$74,500 monetary sponsorship collected/committed in the 2018/19 financial year from community events sponsors.



We are proud of our political leadership

### Develop a robust governance framework underpinned by principles of transparency and accountability



Council completed a Fraud and Corruption review, and the Fraud and Corruption Control Policy and Plan was adopted by Council, as well as the new Model Code of Conduct and Code of Meeting Practice. Council continues to implement regular training and awareness initiatives, such as staff communicate updates to ensure staff are up-to-date with governance training.



We are proud of our political leadership

### Develop a Fraud Control Plan



Council developed the Fraud and Corruption Control Policy and Plan which was endorsed by the Leadership Team and the Audit, Risk and Improvement Committee (ARIC). Council has continued to work with the NSW Audit Office Fraud Control Improvement Toolkit and has implemented regular training and awareness initiatives. This ensures staff are up-to-date with governance training as well as reporting of all Code of Conduct registers sent to the Executive Team.



We are proud of our political leadership

### Cultivate a procurement culture of good governance and high ethics to minimise the risk of fraud, corruption and tarnished reputation



This project has been completed with the Procurement Team developing and delivering a Cumberland Specific Probity training package as part of the Procurement workshops in conjunction with the Internal Ombudsman Shared Service team. The objectives of the workshop are to educate staff about Council's organisational and legislative requirements, and to demonstrate the highest level of integrity and consistency with the public interest.



Decision-making is transparent, accountable and based on community engagement

### Undertake and report an annual Community Satisfaction Survey to measure our progress towards the community vision in the Community Strategic Plan



The Community Satisfaction Survey was undertaken by an external contractor. The survey gauges community perceptions towards Council services and facilities with an emphasis on satisfaction with Council activities. This year 'overall, satisfaction with Council' improved significantly as well as an improvement with Council's 'communication with the community' result.



Decision-making is transparent, accountable and based on community engagement

### Implement dedicated rolling community engagement programs that create an ongoing conversation between Council and the community



Council's Have Your Say website had more than 10,000 visitors, with over 2,000 people contributing to online project engagement and more than 100 projects being promoted on the website.



Council acts as a community guardian through responsible and effective operational administration

### Rationalisation and Harmonisation of Council Fleet Policy



The new Motor Vehicle Policy was endorsed.



We are proud of our political leadership

### Develop an ongoing Councillor Professional Development Program



The Office of Local Government finalised guidelines on Councillor Professional Development in December 2018. Council is developing a professional development plan for each Councillor, building on the existing professional development already offered and undertaken by Councillors. As part of this ongoing program of works, Council has enrolled four Councillors to complete the Company Directors Course at the Australian Institute of Company Directors.



Council acts as a community guardian through responsible and effective operational administration

### Develop a Depot Strategy



This project was discontinued as it was a legacy project and was identified as being no longer required.



Council acts as a community guardian through responsible and effective operational administration

### 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



This project is currently delayed as a fully integrated Customer Request Management (CRM) System will be provided as part of Phase Two of the TechnologyOne implementation project, which will be delivered in the Operational Plan 2019-2020.



Council acts as a community guardian through responsible and effective operational administration

### Investigate joint purchase opportunities with neighbouring councils



Joint procurement activities continue to be discussed at the Western Sydney Regional Organisational of Councils (WSROC) procurement network meetings.



Decision-making is transparent, accountable and based on community engagement

### Develop a Social and Disability Procurement



This project was discontinued after the Procurement Framework and suite of procurement templates was endorsed by the Leadership team. The Framework will assist the Procurement team to work with Community and Culture to assess the applicable options to support social and disability procurement throughout the Local Government Area.



Council acts as a community guardian through responsible and effective operational administration

### Undertake an annual Customer Satisfaction Survey in conjunction with other feedback to measure Council's progress in delivering excellent customer experience outcomes



The first Customer Satisfaction Survey was undertaken in the area of Human Resources. The results will inform further surveys of internal areas of Council as well as assist in planning for the HR area.



Decision-making is transparent, accountable and based on community engagement

### Create a Buyer Behaviour and Training Program



This project was discontinued after a Procurement Framework and suite of procurement templates was endorsed by the Leadership team to provide Council with a formalised, best practice set of documents going forward.



Decision-making is transparent, accountable and based on community engagement

### Develop and implement the Think Local, Buy Local Program



Council gives tenderers an opportunity to provide details on local, social and environmental practices under 'Value Added Services' as part of the Tender Evaluation Panels. Each Panel and Sponsor at Council determines the weightings percentage per project, depending on the tender scope, estimated value and budget considerations. A Procurement Local Preference Policy is currently under development and will be presented to Council.



Council acts as a community guardian through responsible and effective operational administration

### Develop and commence a Quality Assurance Program for Council's Customer Service Team



The development of the Quality Assurance Policy has been completed with commencement awaiting the finalisation of the new structure of the team, resources and other programs such as TechOne.



Council acts as a community guardian through responsible and effective operational administration

### Develop and commence implementation of a Customer Experience Strategy, setting Council's customer experience focus for five years



The Customer Experience Strategy was adopted by Council and lays out a three year plan with a clear and concise roadmap that outlines deliverables to ensure that service delivery with a customer focus is embedded within the organisation.



Our planning decisions and controls ensure the community benefits from development

### Auburn Civic Centre Rectification



Council approved the contractor tender and budget however the re-cladding works were delayed as the National Building Code revised the cladding specifications. The removal of the existing cladding portion of the contract was escalated and the project has exempt development approval, with the construction works commencing on the first stage of the works in the library area.



Decision-making is transparent, accountable and based on community engagement

### Provide a Mayoral Community Fund (in accordance with Mayoral Fund Guidelines) for worthy causes that support community outcomes in three main categories of community support, community initiatives and community representation







Council endorsed the establishment of the Mayoral Community Fund with a budget of \$30,000 a year. Two senior staff will assess each application before providing a recommendation to the Mayor for final application determination.



# 12. Community Facilities and Property

This service provides access to a large number of community facilities to deliver social, cultural and recreational programs for the use of whole community. These facilities include multipurpose community centres, arts and cultural facilities, halls and meeting rooms.


## Service Area Performance Measures:

	Operated 10,735m <sup>2</sup> of community floor space		1,822 Customer Relationship Management enquires received and completed within 24 hours of lodgement
	User groups at Council's Community Centres have increased from 106 to 117		Seasonal Sports Field occupancy continues to increase


## Program Highlights:

- Council completed a comprehensive Community Facilities Needs Assessment Study to inform Council about the viability and potential uses of its community assets. The subsequent Cumberland Community Facilities Strategy 2019-2029 was developed and prepared for adoption.
- 272,568 people visited Council's three staffed community centres (located in Auburn, Berala and Guildford).
- A Community Engagement Program was completed to inform the development of concept plans for the Auburn South Community and Recreation Centre and the Cumberland Heritage Centre Proposal.
- A Hazardous Materials Audit was conducted on all Council buildings.
- A Survey Audit for street-dining locations in the Auburn and Merrylands Town Centres was conducted as part of Council's commencement of outdoor dining enforcement activities.
- A \$2.7 Million grant was received by Council from the Office of Sport for upgrades to the Granville Park Stadium.
- Council has progressed with its acquisitions of 43 to 55 Karrabah Road, Auburn (seven residential properties). This will increase parking availability for the Auburn area.
- The Business Case for the future of Merrylands City Centre has been completed.
- \$3.38 Million of grant funding received for delivery of Council projects and infrastructure for community benefits.
- Council received a \$64,000 grant from Stronger Communities Funds for the upgrade of the canteen at Granville Park, shelters at Civic Park, gazebos at Campbell Hill Reserve and a new public BBQ at Wyatt Park.

## Project Status Updates:



We have great natural and green spaces that suit a variety of uses



Council acts as a community guardian through responsible and effective operational administration

### Complete Plan of Management for Pemulwuy



The Prospect Hill Plan of Management for Pemulwuy was adopted by Council.

### Develop Property Strategy



The Property Strategy is being developed with an external consultancy for the whole of Cumberland Local Government Area. This will provide Council with investment structure options for its real estate development portfolio, which will be a key component of the Property Strategy when adopted.



We have high-quality community facilities that fit our purposes

### Deliver the Granville Multipurpose Community Facility



The tender for the construction of the Granville Multipurpose Centre was awarded and a Ground Breaking Ceremony took place on Tuesday, 11 June 2019 involving the Mayor, Councillors, State MPs, senior staff and project delivery partners. Council submitted two grant applications to contribute to the costs associated with the outdoor sports courts, associated playground upgrades and fit-out of the art gallery and arts spaces. Council was awarded funds through the Granville Smart Cities Precinct Pilot Project that will enable the inclusion of smart technologies including energy efficient LED and solar lighting, traffic and parking sensors, surveillance systems and public Wi-Fi. Council was awarded an additional \$181,385 plus GST under ClubGrants Category 3 to contribute to the costs associated with the fit-out of the art gallery and arts spaces. The Aboriginal Heritage Impact Permit was provided and investigation undertaken which resulted in minimal impact to the scope of works for the project.



We have high-quality community facilities that fit our purposes

### Relocate or expand the Men's Shed in the western areas of Cumberland



Council found a suitable site to relocate the West Cumberland Men's Shed to 2 Hyland Road Greystanes. A draft Heads of Agreement (HOA) was sent to the West Cumberland Men's Shed group for review with Council negotiating a new five year lease with HOA.



Our planning decisions and controls ensure the community benefits from development

### Merrylands CBD Revitalisation Project – Design



The business case for the future of the Merrylands City Centre has been completed to ensure the project is feasible, fully funded and risks are mitigated. The project will move forward into the development phase project in the 2019-2020 Operational Plan.



Council acts as a community guardian through responsible and effective operational administration

### Establish the Guildford Community Centre's 'one-stop-shop' facility



A new Guildford Community Centre Coordinator has been recruited to build relationships with Cumberland's key community organisations and local residents, with the objectives of identifying community needs. Four new Lifelong Learning Programs commenced at the Centre delivering a range of recreational programs to complement the Youth and Seniors Programs delivered from the centre. Operational equipment has been purchased to ensure the Centre is adequately resourced to support programs and services. Phase one capital works have been completed, including the installation of air-conditioning and lights for the south hall, main hall kitchen upgrades, staff office upgrades and accessibility improvements. Refresher paintwork has been completed at the Centre and a DA has been submitted to extend the operating hours of the Centre. Successful partnerships have been established with local service providers across the community sector, resulting in a free English classes now operating from the Centre. Since the one-stop-shop management model's introduction to the Centre, there has been an increase of regular hirers and ongoing casual hire. Visitation is now being tracked daily via the use of automated door counters.



We have high-quality community facilities that fit our purposes

### Develop the Cumberland Community Facilities Strategy



The Draft Cumberland Community Facilities Strategy 2019-2029 was developed following extensive community engagement, staff and Councillor input. During the development of the Strategy, the following were completed:

- Community engagement including a community survey on Council's Have Your Say section of the website to gain information about community needs and priorities.
- A Community Facilities Review and Needs Assessment Study with an audit of Council's facilities against best practice community facility planning and design principles.
- Analysis of population, demographics and other data to identify service and facility needs now and into the future.
- Identification and mapping of non-Council facilities and key facilities in neighbouring Council areas.
- A review of Early Childhood Education and Care facility and service provision across Cumberland.
- Internal workshops to develop initial recommendations for facilities (including management improvements, refurbishments, expansions and requirements for new facilities).

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

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

## AUDIT AND RISK IMPROVEMENT STATEMENT

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

The ARIC met four times in 2018/19. The ARIC promotes good corporate governance by the provision of independent objective assurance and assistance to the Council on:

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

## THE INTERNAL OMBUDSMAN SHARED SERVICE

The Internal Ombudsman Shared Service (IOSS), shared between Cumberland, City of Parramatta and Inner West Councils, is heading into its third year of operation as an 'independent ear' for residents, community members, ratepayers, local businesses, staff, Councillors and other Council stakeholders, encompassing the "Triple Governance Track" of prevention, education and the investigation of complaints.

The IOSS's vision is to assist the member Councils to promote a high standard of ethical conduct and decision making; improve administrative conduct and procedures; identify areas for improvement in the delivery of services to their communities; ensure they are acting fairly, with integrity

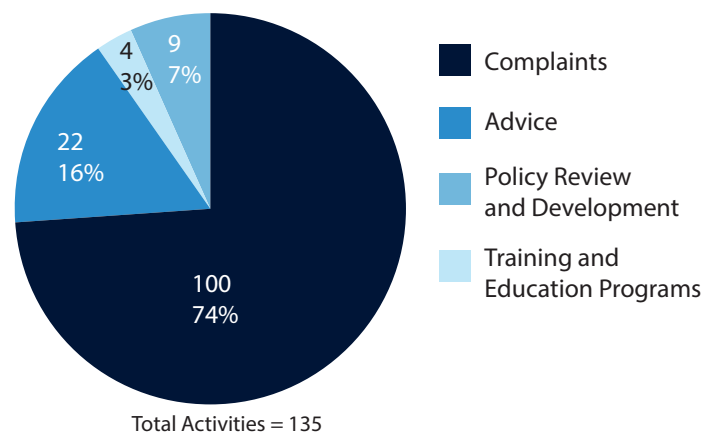
and in their communities best interest; deal effectively with service requests or complaints; work to improve their complaint handling systems; and, to strive for a corruption free organisation. All operations are underpinned by the principles of procedural fairness, accountability and transparency.

In the past reporting year the exposure and workload of the IOSS have increased, with operations evolving from complaint handling, to delivering training, including Public Interest Disclosure training for Disclosure Officers and Complaint Handling training. The Office has also provided significant input into the review of existing policies or newly developed policies, including at Cumberland Council, the Fraud and Corruption Control Policy, Compliance Operational Guidelines, and the Social Media Policy.

The IOSS continues to hold Shared Council Forums, including a Governance Forum, a Children Services Forum, and a Speak-Up Forum, which provide opportunities to share learnings and promote economies of scale in relation to various activities across the member Councils. For example, a new Code of Conduct was released by the Minister for Local Government containing new and stricter accountability requirements for Councils in NSW. The IOSS was instrumental in assisting each Council's Governance Managers to arrange face-to-face training on the new Code of Conduct for Councillors and Staff.

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

Activities of the Internal Ombudsman Shared Service for Cumberland Council 1 July 2018 to 30 June 2019.



## AMOUNT OF RATES AND CHARGES WRITTEN OFF DURING THE YEAR

In accordance with the statutory requirements outlined in the Local Government (General) Regulation 2005 Clause 132, Council is required to provide the amounts of rates and charges written off during the 2018/19 financial year.

The table below is a summary of rates and charges written off during 2018/19:

Rates and Charges Written Off	Amount \$
Period	2018/19
Statutory Pensioner Rebate	\$2,595,119
Voluntary Pensioner Rebate	\$240,111
Other Rates Written off (including postponed rates)	\$15,702
<b>Total Rates and Charges Written off</b>	<b>\$2,850,932</b>

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

## DETAILS OF OVERSEAS VISITS

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

In 2018/19, there were no overseas visits conducted by the Councillors, General Manager or any other representatives of Council.

## FINANCIAL ASSISTANCE FROM COUNCIL

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

Council has been supporting the community with a round of funding and grant funding opportunities. Council's Community Grants Program funds projects that aim to improve community safety, health and wellbeing, social inclusion and the capacity of local organisations to deliver projects.

In 2018/19, a total of \$597,607 was allocated to local organisations and individuals for a range of purposes including scholarships, assistance grants and other initiatives under section 356.

## EXPENSES AND FACILITIES FOR COUNCILLORS

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

The total cost for the 2018/19 year is \$641,648. These costs relate to the provision of facilities to Councillors in relation to their civic functions and payment expenses relating to telephone calls and training provided to Councillors with conferences and seminars for skill development.

As per the Councillor Expense and Facilities Policy adopted on 13 December 2017 and for the period 1 July 2018 to 30 June 2019, below is a table of the Councillors' expenses listed:

Allowances	Amount \$
Mayoral allowance - \$84,330 per annum (excluding Councillor allowance)	86,439
Councillor allowance (per Councillor) - \$28,950 per annum	445,050
Telephone and Data Expenses	14,699
Travel Reimbursement	7,293
Mobile Phone / Tablet Hardware Cost (Returnable assets of Council)	1,371
Special requirement and carer expenses	810
Postage / stamps	3,011
Dedicated home office equipment (desk, chair, and printer)	5,965
Home Office Expenses Allocation (\$600)	1,783
Exempt conferences/seminars and Professional Development	74,454
Professional Development	770
<b>Grand Total</b>	<b>641,648</b>

<b>Applicant</b>	<b>Amount \$</b>	<b>Funding Program</b>
Nga Uri o Rahiri Inc	\$10,000	Community Events
NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS)	\$9,100	Community Events
Hindu Council of Australia Limited	\$9,700	Community Events
Jaffna Hindu College Old Boys' Association Of Australia, NSW Branch Incorporated	\$6,000	Community Events
Sadat Welfare and Sports Association		
auspice by STARTTS	\$10,000	Community Events
Michael Montoya	\$800	Ambassador Fund- Individual
Cameron Frendo	\$1,000	Ambassador Fund- Individual
Megan Warwick	\$800	Ambassador Fund- Individual
Neami National	\$3,956	Capacity Building Grants Program (Small)
Learning Links	\$4,150	Capacity Building Grants Program (Small)
House of Welcome	\$5,000	Capacity Building Grants Program (Small)
The Trustee for Top Blokes Foundation	\$4,994	Capacity Building Grants Program (Small)
Child Abuse Prevention Service (Sydney) Inc.	\$5,000	Capacity Building Grants Program (Small)
The Trustee for Creating Chances Trust	\$8,600	Community Event Program
City Of Holroyd Band	\$2,000	Community Event Program
Burmese Community Development Collaboration	\$7,730	Community Event Program
World Rescue Mission Agency Development service Incorporated	\$9,930	Community Event Program
Australian Malayalee Islamic Association- NSW	\$6,480	Community Event Program
Yasmin Mehmed	\$1,000	Ambassador Fund- Individual
The Shepherd Centre - For Deaf Children	\$3,397	Capacity Building Grants Program (Small)
Cumberland City Football Club incorporated	\$2,600	Capacity Building Grants Program (Small)
Conservation Volunteers Australia	\$19,448	Capacity Building Grants Program (Medium)
MTC Australia	\$15,000	Capacity Building Grants Program (Medium)
FADISS Ltd T/A Family Drug Support	\$10,000	Capacity Building Grants Program (Medium)
Islamic Sciences and Research Academy (ISRA)	\$8,320	Capacity Building Grants Program (Medium)
Auburn Youth Centre	\$18,350	Capacity Building Grants Program (Medium)
Parramatta Holroyd Family Support Inc.	\$19,035	Capacity Building Grants Program (Medium)
Auburn Water Polo Club Inc	\$5,000	Capacity Building Grants Program (Medium)
Learning Links	\$5,640	Capacity Building Grants Program (Medium)
Settlement Services International	\$6,000	Community Events Program
Kamban Kazhagam Australia Inc.	\$5,000	Community Events Program
Lidcombe Bowling Club Ltd.	\$1,350	Community Events Program
Somali Welfare & Cultural Centre Inc.	\$15,000	Community Events Program
C3 Cares	\$4,700	Community Events Program
The Salvation Army Auburn	\$4,320	Community Events Program
African Sub-Sahara International Development Agency (ASSIDA) Ltd.	\$4,350	Community Events Program
Al-Minia Charitable Association	\$5,000	Community Events Program
Sri Mandir	\$1,980	Community Events Program
Cumberland Tamil Society (NSW) Inc.	\$1,450	Community Events Program
Tamil Arts and Culture Association	\$1,500	Community Events Program
Ga Adangbe Association of NSW	\$5,000	Community Events Program



<b>Applicant</b>	<b>Amount \$</b>	<b>Funding Program</b>
NSW Multicultural Seniors Association Incorporated	\$5,000	Community Events Program
Mr Joshua Toisuta	\$750	Rising Star Sports Award
Miss Michelle Tran	\$1,500	Rising Star Sports Award
Mr Hayden Shaw	\$1,500	Rising Star Sports Award
Girraween Public School P and C Association (auspiced by Girraween Public School)	\$5,000	Community Participation Grants Program (Small Grants)
Cassia Community Centre	\$4,326	Community Participation Grants Program (Small Grants)
AFL (NSW/ACT)	\$4,198	Community Participation Grants Program (Small Grants)
Evolve Housing for Youth	\$2,000	Community Participation Grants Program (Small Grants)
Australia Nepal Public Link Inc.	\$4,800	Community Participation Grants Program (Small Grants)
West Cumberland Men's Shed	\$17,165	Community Participation Grants Program (Large Grants)
Multicultural Youth Affairs Network (MYAN NSW)	\$19,966	Community Participation Grants Program (Large Grants)
Mahboba's Promise	\$10,420	Community Participation Grants Program (Large Grants)
Woodville Alliance	\$20,000	Community Participation Grants Program (Large Grants)
Jesuit Refugee Service (JRS)	\$20,000	Community Participation Grants Program (Large Grants)
Child Abuse Prevention Service	\$20,000	Community Participation Grants Program (Large Grants)
Refugee Advice & Casework Service	\$19,186	Community Participation Grants Program (Large Grants)
Blue Datto Foundation	\$8,250	Community Participation Grants Program (Large Grants)
The Salvation Army Auburn	\$20,000	Community Participation Grants Program (Large Grants)
Carl Sciberras	\$5,000	Supporting Arts In Cumberland Grants Program
Alissar Chidiac	\$5,000	Supporting Arts In Cumberland Grants Program
Australian Foundation For Disability	\$4,998	Supporting Arts In Cumberland Grants Program
Islamic Sciences And Research Academy of Australia	\$4,930	Supporting Arts In Cumberland Grants Program
Berala Carramar Hardcourt Tennis Association	\$5,276	Infrastructure Grants Program
St Francis Social Services	\$20,000	Infrastructure Grants Program
Parramatta Holroyd Family Support Inc.	\$10,000	Infrastructure Grants Program
St Pauls Catholic College Parent and Friends Association	\$17,403	Infrastructure Grants Program
Sri Mandir	\$15,004	Infrastructure Grants Program
Lidcombe Bowling Club	\$4,700	Infrastructure Grants Program
Australian Foundation for Disability	\$2,999.50	Infrastructure Grants Program
The Scout Association of Australia	\$8,774.50	Infrastructure Grants Program
Parramatta Football Club	\$3,250	Infrastructure Grants Program
Merrylands Rugby Club Incorporated	\$2,000	Small Equipment Grants Program
Lidcombe Churches Soccer Club	\$2,000	Small Equipment Grants Program
West Cumberland Mens Shed Incorporated	\$1,975	Small Equipment Grants Program
Western Sydney Two Blues Rugby Union Club	\$2,000	Small Equipment Grants Program
Granville Mens Shed Inc.	\$1,649	Small Equipment Grants Program
Usman Khawaja Foundation Ltd.	\$1,500	Small Equipment Grants Program
City of Holroyd Brass Band	\$2,000	Small Equipment Grants Program
Sewa Australia	\$1,759	Small Equipment Grants Program
Darcy Road Public School P&C	\$2,000	Small Equipment Grants Program
Harris Park Community Centre	\$500	Small Equipment Grants Program
Churches Football Association Sydney Inc.	\$1,900	Small Equipment Grants Program
Afghan Australian Youth Association	\$1,000	Small Equipment Grants Program

<b>Applicant</b>	<b>Amount \$</b>	<b>Funding Program</b>
Asian Women at Work Inc.	\$1,400	Small Equipment Grants Program
Greystanes High School Parents & Citizens Association	\$2,000	Small Equipment Grants Program
The House of Welcome	\$2,000	Small Equipment Grants Program
Lidcombe Bowling Club Ltd.	\$600	Small Equipment Grants Program
Australian Nepalese Football Association	\$1,050	Small Equipment Grants Program

## MAJOR CONTRACTS

To comply with Local Government (General) Regulations 2005 Regulation 217 Clause (1)(a2), Council is required to provide details of each contract awarded during the 2018/19 year (whether as a result of tender or otherwise) other than:

- (i) Employment contracts (that is contracts of service)
- (ii) Contracts for less than \$250,000 or such other amount as may be prescribed by the regulations, including the name of the contractor, the nature of the goods or services supplied by the contractor and the total amount payable to the contractor under the contract.

The table below Council contracts worth \$250,000 including GST (and excluding employment contracts) or more which were awarded during the 2018/19 year:

<b>Description of the project or goods or services or real property</b>	<b>Effective Date</b>	<b>Contractor's business name and address</b>	<b>Est. amount payable Amount \$</b>
Website Refresh	16/04/2019	Adrenalin Media Pty Ltd, Level 2, 55 Mountain Street, Ultimo, NSW 2000	389,820
Gipps Road Asbestos Remediation Project	25/03/2019	RMA Contracting Pty Ltd, 12/6-20 Braidwood Street, Strathfield South, NSW 2136	474,967
Wentworthville Swim Centre Modernisation Early Work and Demolition	3/06/2019	Avant Constructions Pty Ltd, Unit 1, 51 Owen Street, Glendenning, NSW 2761	305,250
Receival and Processing of Garden Organics RFT	13/09/2018	Suez Recycling & Recovery Holdings Pty Ltd, Level 3, 3 Rider Boulevard, Rhodes, NSW 2138	877,670
Auburn Botanical Gardens Irrigation Upgrade Project	21/08/2018	Brooks Irrigation Pty Ltd, 34 Monro Avenue, Kirrawee, NSW 2232	453,487
Garden Organic Bin Supply & Distribution	10/09/2018	SULO MGB Australia, 123 Wisemans Ferry Road, Somersby, NSW 2250	2,020,540
Sports Field Floodlighting Upgrade Program 2018	20/02/2019	HIX Group Pty Ltd Unit 1, 10 Production Place, Penrith, NSW 2750	\$303,809
Swim Centre Modernisation - Architectural Services	3/08/2018	NBRSARCHITECTURE, Level 3, 4 Glen Street, Milsons Point, NSW,	\$268,000
Swim Centre Modernisation - Building Services	4/09/2018	Erbas & Associates Pty Ltd, Erbas & Associates Pty Ltd, St Leonards, NSW 2065	\$297,570
CCTV Condition Audit of Storm Water Pipework	11/10/2018	Environmental Services Group, 16-18 Nicholas Drive, Dandenong South, VIC 3175	\$1,196,780
New Mobile Services Contract	21/08/2018	Optus Networks Pty Ltd, 1 Lyon Park Road, Macquarie Park, NSW 2113	\$348,233
Microsoft Software Licencing Enterprise Agreement August 2018	28/08/2018	Data#3 Limited, 67 High Street, Toowong, Queensland 4066	\$1,523,836

<b>Description of the project or goods or services or real property</b>	<b>Effective Date</b>	<b>Contractor's business name and address</b>	<b>Est. amount payable Amount \$</b>
Swim Centre Modernisation - Town Planner	10/10/2018	Barker Ryan Stewart Pty Ltd, Suite 603, Level 6, 12 Century Circuit, Baulkham Hills, NSW 2153	\$194,558
Auburn Civic Centre Revitalisation Project (ACC Revitalisation)	6/02/2019	Buildcorp Group Pty Ltd, Level 4, 10 Mallet Street, Camperdown, NSW 2050	\$3,299,770
Stormwater drainage Bowden St, Guildford West	25/09/2018	Civil Works (NSW) Pty Ltd, 101 Edwin Street, Croydon, NSW 2132	\$239,149
Mona Pak Change Rooms Upgrade	12/04/2019	Axis Construction Pty Ltd, 209-211 Walters Road, Arndell Park, NSW 2148	\$822,445
Lead Architect Services for Parramatta Road Urban Amenity Improvement Program	12/10/2018	Complete Urban Pty Ltd, 3/10 Regent Street, Chippendale, NSW 2008	\$423,000
Installation of Gross Pollutants Traps, 4 Locations	10/12/2018	Civil Works (NSW) Pty Ltd & Athassel Civil Pty Ltd, Croydon, NSW 2132	\$552,797
PM Services for Parramatta Urban Amenity Improvement Program	12/12/2018	CPS Pty Ltd (Crown Project Services Pty Ltd), Level 10, 3 Spring Street, Sydney, NSW 2000	\$266,958
Design Services for Granville Park Stadium	13/11/2018	DWP Australia Pty Ltd, Suite 2, 19 Harris Street, Pyrmont, NSW 2009	\$530,387
Merrylands Air Conditioning Upgrade (retender)	21/12/2018	Ryan Wilks Pty Ltd, Unit 23, 28 Vore Street, Silverwater, NSW 2128	\$399,808
Merrylands Rd, CBD Footpath Upgrade	11/02/2019	Statewide Civil Pty Ltd, P O BOX 7120, Baulkham Hills, NSW 2153	\$2,363,609
Facilities Building Assessments	22/11/2018	SPM Assets Pty Ltd, Suite 403, Level 4, Tower B, 799 Pacific Highway, Chatswood, NSW 2067	\$480,810
Auburn Depot Asbestos Removal	4/10/2018	ENVIROPACIFIC SERVICES Pty Ltd, Level 5, 123 Epping Road, Macquarie Park, NSW 2113	\$328,373
Pre-Employment Medical	20/11/2018	Idameneo (No 123) Pty Ltd, Level 6, 203 Pacific Hwy, St Leonards, NSW 2065	\$170,000
Friend Park Children's Centre Renovation	4/05/2019	2020 Projects Pty Ltd, Level 5, 4 Columbia Court, Baulkham Hills, NSW 2153	\$1,484,507
Granville Multipurpose Centre - Construction	21/06/2019	STEPHEN EDWARDS CONSTRUCTIONS PTY LTD, 140 Wicks Road, Macquarie Park NSW 2113	\$22,336,919
Bitumen, Emulsions and Asphalt Materials and Services	1/07/2018	State Asphalt Services Pty Ltd, 90 Jemma Road, Preston, NSW 2170	Schedule of rates
Bitumen, Emulsions and Asphalt Materials and Services	1/07/2018	Ozpave (Aust) Pty Ltd, 15 Penny Pl, Arndell Park, NSW 2142	Schedule of rates
Bitumen, Emulsions and Asphalt Materials and Services	1/07/2018	Downer EDI Works, 1 Unwins St, Rosehill, NSW 2142	Schedule of rates
Bitumen, Emulsions and Asphalt Materials and Services	1/07/2018	Stabilised Pavements Of Australia P/L, 234 Wisemans Ferry Road, Somersby, NSW 2250	Schedule of rates
Bitumen, Emulsions and Asphalt Materials and Services	1/07/2018	J & G Excavations & Asphaltting NSW Pty Ltd, 43 Owen St, Glendenning, NSW 2761	Schedule of rates
Code of Conduct Review Panel- EOI	1/07/2018	Centium Group Pty Ltd, Nemesis Consultancy Group Pty Ltd, O'Connell Workplace Relations Pty Ltd, O'Connor Marsden and Associates	Schedule of rates
Electricity Large Sites - Holroyd - E9 BF	1/01/2019	Origin GPO Box 2437, Adelaide SA 5001	Schedule of rates

## LEGAL PROCEEDINGS

In accordance with Local Government (General) Regulations 2005 Regulation 217 Clause (1)(a3) to Clause (217(1)(a3), Council is required to provide a summary of the amounts incurred during the 2018/19 year in relation to:

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

### Legal Costs

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

<b>Court</b>	<b>Type of Appeal</b>	<b>Address</b>	<b>Outcome</b>	<b>Costs to date (\$)</b>
Land and Environment Court	Development application	50 Amy Street, Regents Park	Dismissed	16,997
Land and Environment Court	Development application	3 Arcadia Street, Merrylands	Ongoing	Nil
Land and Environment Court	Development application	41 Auburn Road, Auburn	Approved	57,437
Land and Environment Court	Development application	7 Birmingham Street Merrylands	Ongoing	Nil
Parramatta Local Court	Prosecution	39-41 Chelsea Street, Merrylands	Defendant fined	11,245
Land and Environment Court	Appeal against prosecution	39-41 Chelsea Street, Merrylands	Ongoing	608
Land and Environment Court	Development application	39 Clyde Street, Guildford	Conciliated Agreement	6,251
Land and Environment Court	Development application	67 – 69 Clyde Street, Guildford	Ongoing	Nil
Land and Environment Court	Development application	365 Clyde Street and 48 - 52 Wellington Road South Granville	Ongoing	13,868
Land and Environment Court	Development application	1-3 Ettalong Road, Greystanes (listed as 515-519 Great Western Highway in legal register)	Conciliated Agreement	7,322
Land and Environment Court	Development application	2C Factory Street, Granville	Ongoing	Nil
Land and Environment Court	Development application	449 Great Western Highway, Greystanes	Ongoing	7,850
Land and Environment Court	Development application	503 Great Western Highway, Greystanes	Conciliated Agreement	6,913
Land and Environment Court	Prosecution proceedings and costs following prosecution	43-47 Harrow Road, Auburn	Dismissed	271,461
Land and Environment Court	Development application	73 Hawkesbury Road, Westmead	Conciliated Agreement	9,471
Land and Environment Court	Development application	11 John Street, Lidcombe	Conciliated Agreement	11,761

<b>Court</b>	<b>Type of Appeal</b>	<b>Address</b>	<b>Outcome</b>	<b>Costs to date (\$)</b>
Land and Environment Court	Prosecution	11 John Street, Lidcombe	Defendant fined	85,795
Land and Environment Court	Development application	159-165 John Street, Lidcombe	Ongoing	Nil
Land and Environment Court	Development application	54-56 Joseph Street, Lidcombe	Conciliated Agreement	18,075
Land and Environment Court	Development application	1 Kane Street, Guildford	Ongoing	9,299
Land and Environment Court	Development application	59 Kenyons Road, Merrylands West	Conciliated Agreement	10,024
Land and Environment Court	Development application	54A Louis Street, Granville	Ongoing	Nil
Land and Environment Court	Development application	6 Monterey Street, South Wentworthville	Conciliated Agreement	7,372
Land and Environment Court	Development application	105 Military Road, Guildford	Ongoing	Nil
Land and Environment Court	Development application	35 & 26 - 36 Northumberland Road, Auburn	Ongoing	26,571
Land and Environment Court	Development application	1 Patricia Street, Mays Hill	Conciliated Agreement	14,395
Land and Environment Court	Development application	44-46 Pegler Avenue, South Granville	Conciliated Agreement	5,852
Land and Environment Court	Development application	70-72 Pendle Way, Pendle Hill	Dismissed	18,799
Land and Environment Court	Development application	26 Railway Terrace, Granville	Ongoing	5,067
Land and Environment Court	Development application	43 Queen Street, Auburn	Discontinued	17,848
Land and Environment Court	Development application	40 Sheffield Street, Merrylands	Conciliated Agreement	5,330
Land and Environment Court	Development application	108 Station Street, Wentworthville	Conciliated Agreement	11,581
Land and Environment Court	Development application	108 Station Street, Wentworthville	Ongoing	1,430
Land and Environment Court	Development application	98 St Hilliers Road Auburn	Ongoing	2,541
Federal Court	Claim against Council for a roof collapse	14-22 Water Street, Lidcombe	Ongoing	Nil
Land and Environment Court	Development application	33-35 William Street, Granville	Conciliated Agreement	17,462
Land and Environment Court	Development application	39-43 William Street, Granville	Conciliated Agreement	8,499
Court of Appeal	Appeal against Land and Environment Court decision	527 Woodville Road, Guildford	Appeal allowed in part	303,232

## WORKS CARRIED OUT ON PRIVATE LAND

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

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

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

In 2018/19, Council made no resolutions to subsidise work carried out on private land. Further, Council did not invoice works on private property.

## DELEGATED FUNCTIONS – EXTERNAL BODIES

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

In 2018/19, Council did not delegate any key functions to any other party.

## COUNCIL'S CONTROLLING INTEREST

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

In 2018/19 Council held no controlling interest in any corporations, partnerships, trusts, joint ventures, syndicates or other bodies.

## COUNCIL'S PARTICIPATION

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

In 2018/19, Council did not participate in any corporations, partnerships, trusts, joint ventures, syndicates or other bodies.

## EQUAL EMPLOYMENT OPPORTUNITY (EEO) MANAGEMENT PLAN

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

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

The purpose of Council's EEO Management Plan is:

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

Council, being the responsible employer, is legally accountable for discrimination in employment matters. EEO principles were heavily reinforced and implemented during all recruitment activity (internal and external applicants) associated with the implementation of the new organisation structure, which occurred over the course of the year. These measures were documented by the Executive Team to ensure consistency in the application of required processes in implementing the new structures for their respective areas.

During the course of the year, a diversity survey was conducted to provide Council with a snapshot of the composition of our workforce in terms of age, gender, employment status, carers' responsibilities, identified ethnicity, Aboriginal and Torres Strait Islander status, and languages spoken, as well as disability and requirements for workplace adjustment. This data was collected to ensure that the development of employment related policies and the package of employment conditions is developed and reviewed in a manner which takes into account the specific needs of our workforce. The data showed that our workforce is highly diverse, reflecting the composition of our community, which also provides benefits to our customers.

It is envisaged that a climate survey of the entire workforce will be undertaken in the near future and all staff will be asked to provide demographic information so that a more complete picture of the profile of the workforce can be obtained and can therefore inform Council decision making in this regard.

## REMUNERATION OF THE GENERAL MANAGER AND SENIOR STAFF

A training program addressing EEO legislation as well as the key principles of Council's EEO Management plan will be delivered to staff involved in recruitment decisions once the entirety of the organisational structure has been determined and implemented. This will ensure all staff are aware of their obligations with respect to making sure transparent merit based processes apply for all positions.

Council recognises that EEO principles are not restricted to recruitment practices and so have implemented a number of procedures relating to the following employment conditions:

- Flexible Working Arrangements
- Overtime and Time in Lieu
- Rostered and Accrued Days Off
- Salary Scales
- Performance Development System
- Recruitment and Selection
- Position Evaluation Procedure

In addition to the above, Council has also formed an active Ability Network and an Aboriginal and Torres Strait Islander (ATSI) Employment Strategy, both of which seek to encourage employment opportunities for these minority groups, within the organisation and the broader LGA.

Upon the completion of the implementation of the new structure, a review of the EEO Management Plan and the Workforce Plan will be undertaken with a view to strengthening these documents on the basis of the data, which will then be available to inform these documents and facilitate evidence based programming and decision making in this area.

## ENVIRONMENTAL UPGRADE AGREEMENTS

Under section 54P of the Local Government (General) Regulations 2005, Council did not enter into significant Environmental Upgrade agreements during 2018/19.

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

Council's management structure comprises of three senior staff positions, as defined under the provisions of the Local Government Act 1993. The remuneration of senior staff from 1 July 2018 to 30 June 2019 is summarised below.

1 July 2018 to 6 January 2019:

Positions	Amount \$
General Manager*	218,077
Two Deputy General Manager	291,312
<b>Total Remuneration</b>	<b>509,389</b>

\*The new organisational structure was adopted in December 2018, with one General Manager and five Directors, commencing on 7 January 2019. The five Director positions are:

1. Director Works and Infrastructure
2. Director Environment and Planning
3. Director Community Development
4. Director People and Performance
5. Director Finance and Governance

Prior to the organisational structure, Council remuneration was structured with one General Manager and two Deputy General Managers.

7 January 2019 to 30 June 2019:

Positions	Amount \$
General Manager	201,923
Director Community Development	142,923
Director Works and Infrastructure	139,423
Director Finance and Governance	140,923
Director People and Performance	139,423
Director Environment and Planning	139,423
<b>Total Remuneration</b>	<b>904,038</b>

# COMPANION ANIMALS ACT AND REGULATION ACTIVITIES

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

Lodgement of pound data collection returns with the division:

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

Lodgement of data relating to Dog Attacks with the Division:

- Companion Animals Regulation 2008 section 33a Dog attack information on the register.
- All data relating to dog attacks are entered into the Companion Animals Register as required by regulations, 16.2(b) Guidelines.

Amount of Funding spent on companion animal management and activities:

- During 2018/19 \$70,000 was spent on companion animal management and activities as required to be reported by regulations, 16.2(c) Guidelines.

Companion animal and community education programs carried out:

- Petfest was delivered as a major community event in 2018/19. Companion Animal information was included in the 'Discover Your Council' information brochure handed to new residents in the area, 16.2(d) Guidelines.

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

- Council actively promoted the de-sexing of dogs and cats at its Dog Days and Fun4Kids and PetFest events, 16.2(d) Guidelines.

Strategies in place to comply with the requirement under Section 64 of the act to seek alternatives to euthanasia for unclaimed animals:

- Council works closely in conjunction with the Blacktown Animal Holding Facility to facilitate a low kill initiative in order to re-home dogs and cats where possible, 16.2(e) Guidelines.

Off Leash Areas provided in the Council Area:

Council has six dedicated off-leash parks for dogs located at:

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

16.2(f) Guidelines



# STORMWATER MANAGEMENT SERVICES

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

Council is responsible for the management of stormwater services within its LGA. During the 2018/19 period Council carried out:

- Maintenance services to stormwater drainage infrastructure
- Finalised designs for drainage improvement works
- Construction of drainage systems
- Construction of Gross Pollutant Traps
- Maintenance of Gross Pollutant Traps
- Bank Stabilisation of Creeks
- Reports and tender documents for the following projects:

Projects completed this financial year 2018/19:

Project	Budget Amount \$
Gross Pollutant Trap Construction: Nottinghill Road and Walters Road, Auburn	416,803
Gross Pollutant Trap Construction: Amy Street and Notting Hill Road, Regent Park	311,743
Gross Pollutant Trap Construction: Edgar Street, Auburn	303,171
Gross Pollutant Trap Construction: Everley Road, Auburn	372,508
CCTV inspection of drainage network	169,107
Remove pollutants from gross pollutant traps	100,000
Drainage Construction: Bowden Street, Merrylands	290,250
Drainage Network Maintenance: Kiora Crescent, Yennora	151,800
Embankment Stabilisation: Fairfield Road	281,215
Preliminary investigation for the drainage upgrade works: Thomas Clarke Street, Westmead, Jeffery Avenue, Greystanes, Excelsior Avenue, Merrylands, Gordon Avenue, South Granville and Wolseley Street Creek alignment – Wolseley Street, Merrylands	190,230
<b>Total</b>	<b>2,486,833</b>

Overall, the Stormwater Levy helps Council cover the cost for upgrades, new or additional stormwater management services. In 2018/19 Cumberland Council received \$1,732,280 from the stormwater levy charge and expenditure was \$2,486,833.

Funds not spent can be returned to the Stormwater Levy reserve at the end of each year and expended in another year. This complies with the Department of Local Government Stormwater Management Service Charge Guidelines (2006), which states funds accumulated through levying of the stormwater management service charge do not have to be spent within the year they are raised, but may be used to resource major programs spanning a number of years.

## SPECIAL RATE VARIATION

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

Council's Special Rate Variation for 2018/19 is shown in the table below:

Asset Group	Actual \$ 2018-2019	Total \$ 2014-2018	Reserve \$ Unspent funds
Buildings	2,344,825	6,566,999	3,573,037
Parks and Recreation	1,097,677	4,085,742	415,744
Stormwater	346,159	1,448,107	230,878
Roads and Bridges	2,091,154	14,029,453	-208,197
Footpaths	1,071,006	4,377,941	481,070
<b>Total</b>	<b>6,950,821</b>	<b>30,508,837</b>	<b>4,492,532</b>

## PUBLIC ACCESS TO INFORMATION

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

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

1. **Mandatory Disclosure** – Certain information must be published on State and Local Government agency websites, free of charge. For example, media releases (Have Your Say to Council's Development Applications and Projects), plans (Operational Plan 2017-2018) and Annual Reports.
2. **Proactive Release** – State and Local Government agencies are encouraged to make as much other information as possible publicly available, in an appropriate manner, including on the internet. This information should be available free of charge. For example, Local Environment Plan and Flood Maps.
3. **Informal Release** – State and Local Government agencies are encouraged to release other information in response to an information request, subject to any reasonable conditions an agency imposes, without the need for a formal application, unless there are good reasons to necessitate. For example, request for personal information by the individual concerned.
4. **Formal Access** – State and Local Government agencies may release information in response to a formal access application. This is the last resort, if the information is not available in any other way.

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

A summary of Council's applications received under GIPA legalisation in 2018/19 is as follows:

- Received a total of 23 valid GIPA applications under the formal release.
- Three applications were withdrawn.
- No applications were refused.
- 65% of the applications were granted access in full and 22% were granted partial access.
- 100% of these applications were responded to within legislative timeframes.

## PUBLIC INTEREST DISCLOSURES

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

Cumberland Council did not have any Public Interest Disclosures for the period 1 July 2018 to 30 June 2019.

# SWIMMING POOL INSPECTIONS

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

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

The number of swimming pool inspections and certificates issued during 1 July 2018 to 30 June 2019:

Swimming Pools Inspections	Description	Total
Number of inspections conducted on pools within a tourist or visitor accommodation	Tourist / and or Visitors	Nil
Number of inspections carried out on pools within a premise containing more than 2 dwellings	More than two dwellings	Nil
Number of Compliance Certificates issued under s22D of the Swimming Pool Act 1992	Compliant Certificate	71
Number of Non-compliance Certificates issued under clause 21 of the Swimming Pool Regulation 2018	Non-compliance	71

# PLANNING AGREEMENTS

To comply with Environmental Planning and Assessment Act 1979 Section 93G (Clause 5), Council is required to report on compliance. Council’s Voluntary Planning Agreements entered the financial period 2018/19 are shown in the table below:

Address	Details	Name of party	Approval date (executed)	Contribution infrastructure works
20 Railway Street, Lidcombe	Monetary contribution and land dedication	Cumberland Council and Lidcombe 2 Pty Limited	28 August 2018	Cash contribution of \$250,000 Road works – construction of laneway and dedication of constructed laneway to Council. Contribution Infrastructure Works: Construction/widening of the laneway (by the developer) and dedication of the laneway to Council. Land to be dedicated to Council to form part of the Laneway being an area of approximately 53.6 square meters, as shown between the Ex Site Boundary and New site Boundary marked on the plan in Schedule 2. Road works including kerb and gutter, splay, stormwater pits, street light poles Proposed Development: Construction of part 10 and part 11 storey mixed use building including 147 residential apartments and 3 levels of basement car parking (DA 423/2016).

# SUPPORT FOR PEOPLE WITH DISABILITIES AND CARERS

## DISABILITY

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

Cumberland Council's Disability Inclusion Action Plan (DIAP) 2017-2021 offers a framework to guide Council in its responsibilities to ensure people with disability have full and equal access to the facilities, programs, services and information that Council provides. The Plan is based on four key focus areas, nominated by people with disability, as being of primary importance in creating an inclusive community:

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

As part of the ongoing implementation of the DIAP, Council has committed to delivering actions for the community, actions that were completed this year included:

- Delivering training for Council volunteers and staff to improve disability awareness and promote inclusive practices.
- Identifying two regional all-abilities playgrounds at Central Gardens and Auburn Botanic Gardens, which are currently in the planning stages.
- Co-hosting four Community Care Forums to develop partnerships and network with relevant community organisations in the seniors and disability sectors.
- Ongoing provision and delivery of quality services and programs for people with disability.
- Ongoing provision of 'Quiet Zones' at all major Council events.
- Including Access and Inclusion on the agenda for Council's Corporate Induction sessions, to inform all Council employees of Council's commitment to access and inclusion and what it means for them and their role.
- Installing Zoomtext and JAWS accessibility software at a minimum on one public PC at all Council libraries which allows five concurrent users.
- The procurement of various equipment to contribute towards creating accessible and inclusive events and programs: e.g. Personal hearing loop kit for people who are deaf or hard of hearing; and access mats to provide access to uneven or damp surfaces to people who use mobility aids or prams.
- Development of a variety of resources to promote access and inclusion of events including, events accessibility guiding checklist, engaging translators and interpreters guidelines, disability awareness e-learning module.
- The completion of a condition audit and Building Code of Australia (BCA) Compliance (which includes AS1428.1) of all Council's buildings.

- Delivery of two inclusive sports workshops to children from local schools at Council's Sustainability Expo. The activities delivered at this workshop explored what inclusion is, why people might be excluded and ways to be more inclusive in play.
- Delivery of an education piece by Guide Dogs NSW at Pet Fest 2019, raising awareness about guide dogs and how the general public should and shouldn't interact with the guide dogs.
- Facilitating a workshop with Council staff to explore the barriers to creating accessible and inclusive programs, such as creating a toolkit to support existing and new staff to design and deliver accessible and inclusive programs.
- Council's Community Facilities Strategy includes a focus on creating equitable access to facilities and developing and implementing accessible design principles for facilities.
- Incorporating more accessible elements in playground upgrade projects, through the creation of accessible paths, surfaces and equipment such as in the following parks:
  - Memorial Park, Merrylands - the creation of a new access path to connect the playground and accessible carousel with rubber Softfall surround.
  - Freame Park, Mays Hill - new playground with access paths, access to pod swing and accessible carousel.

## STAFF CARERS

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

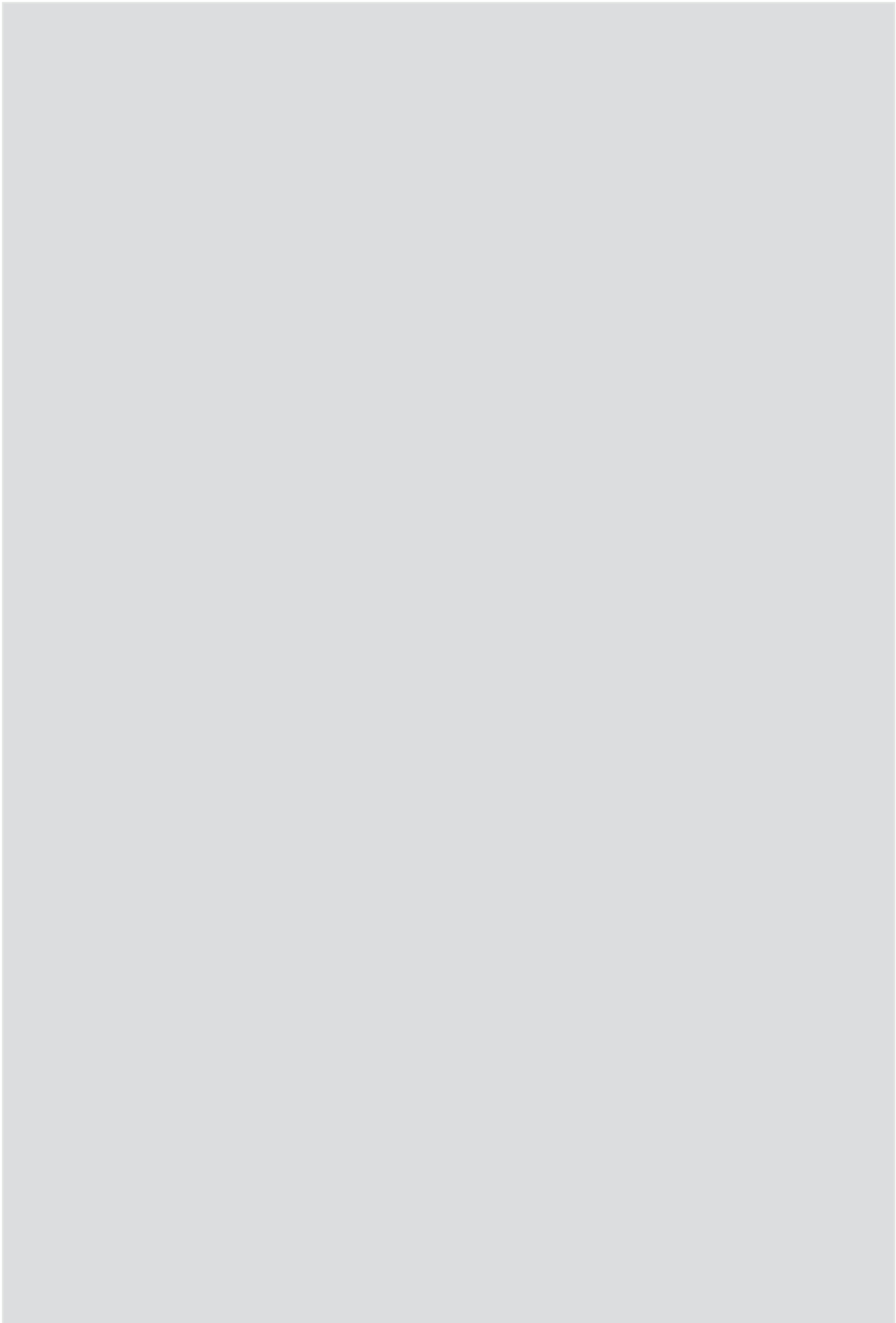
Council has various policies and guidelines in place to support staffs who are carers. These include:

- Carers Charter
- Carers Guidelines
- Flexible working arrangements
- Purchased Leave Guidelines
- Job Share Guidelines
- Carers Networks
- Carers Resources (internal) website for staff
- Employee Assistance Program (EAP) – available to all staff
- Health and Wellbeing Activities and Program – available to all staff

## NATIONAL DISABILITY INSURANCE SCHEME (NDIS) SERVICE DELIVERY STATEMENT

During the 2018/19 year of operating as a NDIS provider, Council had 61 registered customers, provided 16,914 hours of programs to people with disability and generated an income of \$336,156 exceeding the 2017/18 generated income.

Council's Seniors and Disability Services team successfully undertook the Quality Audit against the NDIS practice standards and Quality Indicators in June 2019, enabling the continued delivery and expansion of quality services to people with disability in Cumberland under the NDIS.





CUMBERLAND  
COUNCIL

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ANNUAL REPORT 2018-2019  
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